

# Corporate Social Responsibility in Froosh:

How perception gaps complicate the achievement of successful CSR-initiatives and stakeholder relations

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## **Abstract**

The concept of corporate social responsibility (CSR) has existed for many decades and is build on the assumption that businesses have some kind of social responsibility towards society that goes beyond their economic and legal responsibilities. As the stakeholder demand for social accountability is continuously building up, the amount of effort that companies has to put into CSR increases as well. Ensuring clear CSR-communication and effective implementation of CSR-practices has thus become of vital importance to most companies today. Some businesses do however struggle to fulfill their stakeholder expectations with their available ressources and ultimately end up making promises they cannot meet. In this thesis, a small Scandinavian smoothie company will be used to illustrate how this phenomena is occurring in practice. Through the means of semi-structured interviews and a survey, this thesis analyses how Froosh's own perception of their CSR-communication and CSR in general is remarkably different from the stakeholder perception. The findings suggest that while Froosh believes that they are creating actual sustainable development through their CSR-efforts, while also being actively involved with all of their primary stakeholders, in fact only one stakeholder group is included in co-constructing Froosh's CSR-efforts and CSR-communication. A major gap thus exist between Froosh's proclaimed CSR and their actual CSR-efforts, which suggests that Froosh not only fail to live up to the stakeholder expectations, but furthermore have a very unrealistic approach to doing sustainable business in developing countries. In the light of these findings, Froosh can therefore be characterized as hypocritical. Even though multiple degrees of hypocrisy exist, none can accurately describe the hypocrisy in Froosh. This thesis thus contributes to the existing literature by suggesting an additional dimension on corporate hypocrisy.

**Keywords:** CSR-communication, CSR, stakeholder perception, Froosh, corporate hypocrisy, communication strategy, stakeholder engagement

## List of abbreviations

CSR = Corporate Social Responsibility

NGO = Non-Governmental Organization

MNC = Multi-National Corporation

MSI = Multi-Stakeholder Initiativ

DIEH = Dansk Initiativ for Etisk Handel (Danish Initiativ for Ethical Trading)

PR = Public Relations

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## **1. Introduction**

Corporate social responsibility (CSR) has for many years been a buzzword. It is however a buzzword that few know how to clearly define and to this day, the concept of CSR still has many definitions. A few selected characteristics do nevertheless reoccur in most of them, namely that CSR constitutes a company's actions to benefit others such as the local community, the stakeholders or the environment, which stem from the perception that companies have a social responsibility towards society that goes beyond their legal and economic responsibilities. (Morsing and Beckmann, 2006) CSR has brought about many interrelated topics such as stakeholder engagement, which demonstrate how the concept has changed over time. During the 1970s, it was common to believe that businesses first and foremost had to focus on profit-making in order to fulfill their responsibilities towards their shareholders and thus social responsibilities were something that interfered with this economic responsibility. (Carroll, 1999) However, focusing on stakeholders (i.e. shareholders but also employees, customers, suppliers etc.) has been widely acknowledged over the last decades as something that not only can make a company more successful, but furthermore as something that companies must take into account in order to survive on an extremely competitive market. (Freeman, 2001) As the stakeholders are being taken more and more into consideration, stakeholder demands and stakeholder expectations have been increasingly important for companies to fulfill as well. Especially the demand for ethical behavior is loudly spoken in today's society, which calls for CSR-action as opposed to merely communicating about CSR. The increased stakeholder demand for ethical accountability do however have a flipside as some companies fall into the trap of communicating something they cannot or will not adhere to. Whether it is intentionally or unintentionally is determined by the company's underlying intentions, but as history has shown us with Nike, Shell or Volkswagen, it is not uncommon for even big companies to have a gap between their proclaimed CSR and their actual CSR-efforts (i.e. corporate hypocrisy). In such scenarios, a gap also exist between the stakeholders' perception and the company's perception of the CSR. In order to amend those gaps, companies must be actively involved with all of their stakeholder groups through open constructive dialogue in order to co-construct the CSR, while furthermore considering multiple underlying issues such as how to avoid stakeholder skepticism in terms of their sincerity, how to approach the stakeholder engagement and how to steer clear of corporate hypocrisy.

In order to demonstrate how this phenomena takes place in practice, this thesis will be guided along the lines of the topics just mentioned and with Froosh as case example. The research question is thus as follows:

### **1.1 Research question**

To what extent does Froosh's CSR-communication correspond with their actual CSR-efforts?

Through the main objective of analyzing the degree of consistency between Froosh's CSR-communication and CSR-efforts, the findings of this thesis questions the existing literature as it is argued that stakeholder involvement, which is the highest aspiration for companies according to Morsing and Schultz (2006), does not safeguard against corporate hypocrisy. I furthermore argue that corporate hypocrisy exist in at least one other type than those already described by Fassin and Beulens. (2011)

### **1.2 Delimitation**

As this thesis is a single-case study of Froosh, further investigation into the brand in order to gain even more knowledge would have been very beneficial, when trying to form a clear picture of Froosh 'below the surface'. It could e.g. have been interesting to dig deeper into the fact that the interviews conducted for this thesis did not reveal any issues between Froosh and its employees. Examining these subjects even more thoroughly, e.g. in order to see if any discrepancies in fact do exist between Froosh and the employees, would however have required more time and less restricted amount of pages. Thus, in order to keep with the scope of this thesis, some limitations in terms of which topics to include have been made. In regards to the methodology, I have furthermore made some limitations, which will be outlined separately in the methodology section.

### **1.3 Structure**

In addition to the sections above, this thesis unfolds as follows: The following section will present a literature review of the relevant theories and concepts underpinning this thesis. In here, the evolving concept of corporate social responsibility (CSR) will be defined as well as the concept of shareholders, stakeholders and stakeholder engagement. As the main theoretical framework

underpinning this thesis, Morsing and Schultz's (2006) three strategies for communicating CSR to stakeholders and Fassin and Beulens' (2011) sincerity-hypocrisy continuum will be explained in depth. In continuation hereof, the concepts of corporate greenwashing, corporate hypocrisy and aspirational talk will be defined. Next, the methodology for the empirical research conducted in conjunction with this thesis is outlined. In here, there will be an explanation of the philosophy behind the research, the choice of research design and data collection, and a reflection of the limitations to the employed methodology. Hereafter, a brief outline of Froosh as a company, their market segment and their supply chain will follow. The thesis then proceeds to the analysis in which the theoretical framework form the basis for analyzing the degree of consistency between Froosh's CSR-communication and their CSR-efforts. As the findings suggest that corporate hypocrisy do exist in Froosh, the succeeding discussion presents some reflections on how the hypocrisy in Froosh has occurred and how it can be described using the literature. Lastly, the thesis is concluded by summarizing the main points from the analysis and the discussion.

## **2. Literature review**

In order to evaluate the extent to which Froosh's CSR-communication corresponds with their CSR-efforts, a theoretical framework is needed. Thus, a literature review of the concepts and theories underpinning this thesis will now follow.

### **2.1 The concept of corporate social responsibility**

Since the 1950s, formal writing about CSR has accumulated quickly throughout the developing world and traces of businesses having concerns about their local society can be found long before that. (Carroll, 1999) In the earlier writings, CSR was more often SR (i.e. social responsibility) as corporations' importance had not been noted yet. (Morsing and Beckmann, 2006) In 1953 Howard Bowen however started working from the idea that large businesses were important centers of power and decision-making and thus set forth an initial definition of businessmen's (i.e. companies') social responsibilities as being " (...) the obligation for businessmen to pursue those policies, to make those decisions or to follow those lines of action, which are desirable in terms of the objectives and values of our society." (Bowen, 1953, pp. 6 in Carroll, 1999, pp. 270) Bowen's early work marked the beginning of CSR literature and thus Bowen is often referred to as "the father of corporate social responsibility". (Carroll, 1999) During the 1960s, the concept of CSR was

further explored and more clear definitions of CSR came forth, which hinted of its connection to other subjects such as ethics, social power and corporate citizenship. (Morsing and Beckmann, 2006) CSR was i.a. correlated with social power as Davis (1960) argued that avoidance of social responsibility would gradually erode a company's social power and McGuire (1963) further clarified the otherwise 'fuzzy' concept by defining it as not only economic and legal obligations, but also specific social responsibilities towards society that goes beyond these obligations and thus companies must consider other unrelated subjects such as the local community's and their employees' welfare, politics and in general, the entire social world around them. (McGuire, 1963) It was also in the 1960s that many theorists began to acknowledge the economic benefits of having socially responsible corporate decisions. (Morsing and Beckman, 2006)

In the 1970s, the concept of corporate social performance (CSP) became increasingly interesting as it helped distinguish between different kinds of corporate behavior. Sethi (1975) for example defined social obligations as corporate behavior that is a response to market forces and legal constraints, while social responsibility goes beyond social obligations and thus social responsibility takes the corporate actions to a higher level, where it is congruent with social norms, values and expectations. (Sethi, 1975) The concept of CSR was thus widened once again and new definitions of CSR emerged continuously. Carroll (1975) e.g. defined CSR as four different, but complementary types of responsibilities: The economic responsibility as companies are expected to produce goods or services that through sales will provide them with a profit. The legal responsibility as companies are expected to do business within the legal framework of society. The ethical responsibility as companies are expected to follow the ethical rules and norms of society. (i.e. behavior and practices that goes beyond the law) And lastly, the discretionary responsibility which represents the voluntary roles that companies take on in order to live up to expectations that are not as distinctive as e.g. ethical responsibilities and thus must be decided on a case-to-case basis. (Carroll, 1974) During the 1980s and 1990s, CSR paved the way for multiple interrelated concepts such as stakeholder theory and business ethics. It was e.g. during these years that Edward Freeman set forth his now widely acknowledged theory on stakeholders, which states that paying attention to stakeholders is of vital importance in order for companies to be successful. (Freeman, 1983) It was furthermore during the 1980s that more empirically grounded research, which had been one of the major concerns regarding CSR theory, emerged. (Carroll, 1999)

In the new millennium, the concept of CSR has been through an extensive transition. Because CSR is such a vital underpinning of our entire outlook on doing business, the concept is here to stay.

There may be some reviewing and adaption of our previous ideas, but the groundwork that form the concept of CSR will remain valid. (Morsing and Beckmann, 2006) Many scholars have pointed out the ‘fuzziness’ of CSR due to its undefinable nature and multiple intertwined ‘sub-concepts’, which also go under different definitions and naming. There is however a general conception of CSR being an organization’s activities with respect to its societal responsibilities. (Morsing and Beckmann, 2006) In order to include all of the differentiated, but complimentary aspects of CSR including companies’ responsibilities for their supply chain, which is omitted in many definitions, this thesis uses Blowfield and Fryna's (2005) broad definition of CSR: “an umbrella term for a variety of theories and practices that each recognize the following: (a) that companies have a responsibility for their impact on society and the natural environment; sometimes beyond legal compliance and the liability of individuals; (b) that companies have a responsibility for the behaviour of others with whom they do business (e.g. within supply chains); and (c) that business needs to manage its relationship with wider society, be that for reasons of commercial viability or to add value to society.” (Blowfield and Frynas, 2005, pp. 503)

## **2.2 Stakeholder theory**

Up until the 1980’s, the idea that ‘the business of business is business’ (Friedman, 1970) in the sense that businesses should focus on maximizing profits for their shareholders was well-known. There are still debates concerning the conflict of interests between shareholders and stakeholders and whether businesses should serve one or the other, but as the global financial crises has taught us, emphasizing profit-making above everything else does not work. (Morsing and Beckmann, 2006) In today’s world, the way to ensure profit for shareholders is to pay attention to the stakeholders. (i.e. suppliers, customers, employees and others, who effect and are effected by the business) Thus businesses are increasingly working to create value for a variety of stakeholder groups simultaneously. (Freeman, 2001) In order to get a deeper understanding of the coherence between companies and their stakeholders, which underpins the rest of the theoretical framework, the analysis and the discussion, a review of Friedman’s shareholder theory, Edward Freeman’s stakeholder theory and the concept of stakeholder engagement will now follow.

### 2.2.1. The social responsibility of businesses is to increase its profits

In 1970 Milton Friedman published an article in The New York Times Magazine, where he questioned the new up-and-coming concept of corporate social responsibility. He argued that 'responsibilities' is something that people (and not businesses) have and even though a company may be considered as an artificial person, they as a whole cannot be said to have responsibilities. Instead he argued that we must ask ourselves more precisely where and to whom social responsibilities actually apply. Is it not rather corporate executives than the business itself? Friedman (1970) defined corporate executives as employees, who work for the owners of a business and whose responsibility is to conduct the business in accordance with the owners' desires (often governed by profit-making) and in accordance with the rules of society. (i.e. legal and ethical) In other words, the corporate executive is acting as an agent for his employers. However, the corporate executive is also an individual person in his own right. As a person contrary to as a businessman, he also has social responsibilities. (Friedman, 1970) Responsibilities to e.g. spend time with his family or help the local community. Within these social responsibilities, he acts upon himself and thus as a principal instead of an agent. When considering these two conflicting interests between corporate responsibilities and social responsibilities, Friedman (1970) questions the outcome of corporate executives having social responsibility in their capacity as businessmen. He argues that if this hypothesis is correct, the corporate executive will act in a way that is not in the best interest of his employers. Friedman (1970) presents the example of a corporate executive hiring unemployed workers instead of better qualified workers in order to contribute to the social objective of reducing poverty. In sum, the corporate executive is serving his own personal social interest as opposed to serving the best interest of the business. According to Friedman (1970), the hypothesis that underpin CSR is highly flawed as a corporate executive in reality would be incapable of administering such social responsibilities and furthermore not be allowed to go against the shareholders' interests. Exercising social responsibility in a corporate context is thus highly difficult as society's demand for accountability always will be at the expense of the business. (i.e. the shareholders) (Friedman, 1970) What Friedman (1970) believes to be the purpose of doing business is therefore to solely focus on maximizing the shareholders' profit. According to him, it is not possible to both maximize the profit and pay attention to more external societal responsibilities as they are mutually exclusive. Instead business and society should be kept separate. (Friedman, 1970)

### 2.2.2 Not managing stakeholders is the quickest way to a loss of profit

As a contrast to Friedman's (1970) idea of free enterprise, Edward Freeman came forth with his theory on business stakeholders in 1983. Freeman (1983) defined stakeholders as individuals or groups of people, who affect or are affected by corporate actions. Unlike Friedman, Freeman does not differentiate clearly between shareholders and stakeholders. Instead they are all part of the same overall group (i.e. someone who has a stake in the business) and they all have the right to demand certain things of the business despite their conflicting interests. They are all vital to the success of the business and they all participate in deciding the future direction for the company. Thus, in order to move away from Friedman's more cynic approach to social responsibility, Freeman (2001) argues that we must reconceptualize our idea of businesses around two questions: For whose benefit and at what expense should the firm be managed?

Freeman (1983) has both a wide and a narrow definition of stakeholders. The wide definition includes everyone, who can affect or are affected by the business e.g. competitors, the media, NGO's and so forth. Some of those stakeholders may be more important to the company than others, but as they are not vital for the survival and success of the business, Freeman does not include them in his narrow definition. The narrow definition, which is the most common one, includes the owners of the business, the employees, the suppliers, the customers, the local community and the management. Each stakeholder group and also each individual in that particular stakeholder group has its own personal stake in the business. Each group's stake is interconnected as the financial stake of the owners e.g. may be at the expense of the suppliers. (Freeman, 1983) A diverse set of stakes in a large business could look like this: 1) The owners have a financial stake in the business and expect a financial return from it. These financial stakes often affect their personal livelihood and/or their future prospects. 2) The employees have their jobs and personal livelihood at stake. They provide a service for the business in which they expect a decent wage, job security, a friendly work atmosphere, a meaningful job and other benefits. In return, the business expects them to be loyal towards the company, to follow through on instructions and agreements and overall, to be good citizens and human beings. 3) The suppliers are vital for the success of the business as they produce the raw materials and thus decide the quality of the end-products. The company is however equally important to the suppliers because the business between them is vital for the survival and continuous growth of the supplier. 4) The customers are the lifeblood of businesses as they create the revenue that is essential for a business. They exchange their resources (i.e. most often money) for the products. Freeman (1983) defines customers as the most important stakeholder and states that

paying attention to customers' needs and desires will lead to success with others stakeholders. 5) The local community gives the company the right to start up a business in their geographic area. In return, they benefit from the business' tax payment and other economic or social contributions that the business may do. The local community expects the business to be as good a citizen as anybody and to operate under the current law and ethical norms. The business is furthermore expected to work closely together with the relevant people within the local community e.g. when dealing with issues that affect them both. If businesses do not comply with these expectations, they will be held accountable. 6) The management has conflicting stakes within the business. On the one hand, they have stakes similar to those of the employees. On the other hand, they have a responsibility to safeguard the company and manage in its best interest while balancing the conflicting interests of the remaining stakeholders. (Freeman, 1983)

There will be times when one stakeholder group benefit at the expense of another, but it is vital for the success and survival of the company that management keep the relationship between them in balance. Freeman (2001) argues that considering the diversity within the stakeholders, the purpose of the business becomes much more than just maximizing profit in the name of 'the greatest good'. Instead businesses must be managed in the interests of the stakeholders (here meaning the narrow definition) as not paying attention to stakeholders is the quickest way to a loss of profit. (Freeman, 2001) He states two arguments as to why Friedman's (1970) ideas are not enough in today's society: The legal argument and the economic argument. The law of corporations say that a corporation should be governed by the interest of the stockholders (i.e. shareholders) and that companies exist as a legal person in relation to the law. Owners and management thus have a legal obligation to conduct their business in the interest of their shareholders as the shareholders otherwise are entitled to bring suit against the company. However in more recent years, the law has constrained companies' ability to solely pursue shareholders' interests and now expect businesses to pay attention to other stakeholder groups' interests as well. (Freeman, 2001) Within the economic aspect, maximizing shareholders' profit at the expense of other stakeholder groups arise from the 'invisible hand' doctrine meaning that businesses are pursuing the greatest good for the greatest number of people and therefore governments should not interfere. (Friedman, 1970) According to Freeman (2001), issues do however arise if trying to implement that idea in practice. If focusing solely on profit-making, a tendency to internalize benefits and externalize costs will govern most businesses. Problems will thus occur with e.g. natural resources as no-one will have the necessary incentive to take on the cost of doing preventive measures. Issues will furthermore arise because of

the lacking sense of mutual responsibility between the producer and the consumer. When producing or purchasing a good or a service, there will be no incentive to be economical and thus excessive use of resources are the result. Aside from that, Freeman (2001) argues that businesses will try to avoid competition and instead seek monopoly of a small segment of their market, which opens up to the possibility of forming alliances (i.e. oligopolies) and abuse of market power. (Freeman, 2001)

### 2.2.3 Stakeholder engagement

In spite of having both a legal and an economical argument for considering multiple stakeholders and not just the shareholders when conducting business, the question of for whose benefit and at what expense the firm should be managed is something that many business managers are struggling with to this day. It is challenging to balance the conflicting interests of stakeholders, while simultaneously serving the best interest of the company and operationalizing CSR in the day-to-day activities. In order to do so, businesses often undergo practices known as stakeholder engagement to include their stakeholders in organizational matters. In doing so, they establish and/or maintain a good relationship between themselves and their stakeholders and thus create joint activities to open up a constructive dialogue that will ensure the right basis for future decision-making. (O’Riordan & Fairbrass, 2014) Freeman’s literature on stakeholder theory underpins this idea of inclusion, but the managerial implications of considering multiple stakeholder groups is not as clearly defined. Ideally, stakeholder engagement should be mutually beneficial and achieve objectives such as cooperation, involvement, and trust-building through activities such as stakeholder identification, consultation and dialogue. However, what determines whether stakeholder engagement is considered successful or not is the sincerity of the actor and the motive behind undertaking these actions. Thus, a broad range of engagement strategies exist ranging from increased disclosure of information to extensive two-way dialogue between the business and the stakeholders. (O’Riordan & Fairbrass, 2014) These very broad definitions of stakeholder engagement, CSR and stakeholders in general pose a great challenge to effective CSR-management. In order to get a better outlook of the factors influencing the management process of CSR and the different steps within the process, O’Riordan and Fairbrass (2014) presented a framework.



**Figure 1:** CSR stakeholder engagement framework (O’Riordan and Fairbrass, 2014)

O’Riordan and Fairbrass (2014) argue that CSR stakeholder engagement practices are composed of four elements: context, stakeholders, events and management response. “Context” deals with the external environment in which the business operate. An example could be that some industries are more prone to CSR than others and thus the context is more favorable for engaging in CSR activities. “Stakeholders” deal with the nature of stakeholders and their conflicting interests. Each business has a different composition of stakeholder groups and thus the appropriateness of CSR activities will also differ across organizations. “Events” addresses that a significant event can trigger CSR-issues within a business regardless of the context or the actors involved. “Management response” is divided into a two-phase process with CSR-strategy development as phase one and CSR-implementation as phase two. In phase one, the management defines the corporate values and the objectives after which they choose a strategy or a combination of multiple strategies. In phase two, the management implements the chosen CSR-strategy through communication and stakeholder dialogue, while also trying to control the output of the chosen strategy. (O’Riordan & Fairbrass, 2014) When combining Freeman’s stakeholder theory with O’Riordan and Fairbrass’s framework on CSR stakeholder engagement, the importance of paying attention to multiple stakeholders and having symmetric two-way communication between the company and all of the stakeholder groups really become apparent.

## **2.3 Communicating corporate sociale responsibility (CSR)**

As stated in the above, businesses are increasingly being challenged in terms of CSR and stakeholder engagement. Companies can no longer focus solely on profit-making and are instead

required to consider multiple stakeholders' interests. As the stakeholders to a greater extent demand the company to be socially accountable, communicating CSR to the stakeholders becomes an increasingly important task.

While stakeholders previously only attributed negative attention towards businesses that were doing harm, the aspect of CSR and 'doing good' has changed radically over the last years. (Du, Bhattacharya and Sen, 2010) CSR is no longer just about the company and its actions, but just as much about the company's entire supply chain, whether they 'walk the talk' and how they choose to communicate their CSR. While CSR is generally associated with positive attributions, society (i.e. stakeholders) has increased skepticism towards the sincerity of CSR, which poses a great challenge for businesses. (Du, Bhattacharya and Sen, 2010) CSR-communication is a delicate process as being too explicit about CSR-efforts can make companies seem as they are laying it on thick and thus are insincere, while being not explicit enough can give the idea that they are hiding something. Communicating CSR is therefore a highly strategic task that will either result in successful stakeholder engagement and positive CSR-attributions or cause skepticism towards the business in terms of their sincerity and credibility. (Du, Bhattacharya and Sen, 2010)

In order for companies to get a better understanding of their stakeholders and the context in which they operate, Morsing and Schultz (2006) argue that sense-making and sense-giving is a key element. Everyone makes sense of things through communication with others and thus no manager or organization makes sense of things in isolation. Managers are to make sense of the company's context and figure out what others in the company want and then ascribe meaning to it. Managers are furthermore an important part in the sense-giving within a company as sense-giving will be followed by actions that attempts to influence how others in the company make sense of things. (Morsing and Schultz, 2006) By involving the stakeholders in their CSR-efforts (i.e. stakeholder engagement) both the company and the stakeholders will take part in the sense-making and sense-giving processes. In fact, Morsing and Schultz (2006) argue that involving stakeholders in these processes will enhance the support of those CSR-efforts as sense-making and sense-giving creates joint awareness and expectations. Stakeholder theory is thus not just about considering multiple stakeholder groups or managing the relationship with the different stakeholders. It is just as much about using CSR-communication as a tool to create joint participation, dialogue and involvement. Morsing and Schultz (2006) propose three types of organization-stakeholder relations in terms of how a business can engage in CSR-communication: stakeholder information, stakeholder response and stakeholder involvement. (see figure 2) They argue that companies are increasingly using two-

way dialogue as opposed to one-way monologue when communicating CSR to their stakeholders, because while one-way communication can be necessary sometimes, it is not enough to meet stakeholder expectations. (Morsing and Schultz, 2006) The three strategies and their influence on sense-making and sense-giving will now be explained in depth.

### 2.3.1 Stakeholder information

In this particular strategy, communication is always coming from the organization to the stakeholders i.e. one-way. In other words, corporate communication is about telling, not talking. Communication is viewed as public informing and should be as objective as possible. Organizations engaging in one-way communication therefore often use communicative tools such as pamphlets, figures and numbers, press statements and so forth. Examples of such organizations could be NGO's, governments or other actors trying to give sense to their audience through objective facts and without further interaction. Within this strategy the stakeholders have limited power. They can either support or oppose the received information e.g. through company loyalty or boycotting, which therefore requires the organization to effectively inform the stakeholders about favorable CSR decisions and actions up-front. Even though the decided actions are not co-constructed with the stakeholders, they can be influential in gaining goodwill. These organizations are often sure that they are doing the right thing and thus only need to convey the information in an appropriate manner. They do therefore not need endorsement of their CSR-efforts from third-party stakeholders (e.g. the media) either as they believe that trustworthy information descend from the organization itself. (Morsing and Schultz, 2006)

### 2.3.2 Stakeholder response

In this particular strategy, communication flows both to and from the organization and the stakeholders. (i.e. two-way) But what differentiates the response strategy from the following involvement strategy is the power imbalance that is a key element in the response strategy. In this strategy, the company does not change as a result of the stakeholder expectations and thus the communication might be two-way, but highly asymmetric. Instead the company tries to influence the public opinion of the company by engaging in CSR-efforts that are relevant to the stakeholders and as a result, achieve external endorsement from third-party stakeholders. This is for example done by making surveys or opinion polls that can visualize where the company has made

improvements on CSR. Communication is thus not perceived as a valuable tool to get inside the mind of the stakeholders but rather as feedback to the company, which will guide them in terms of what the public will and will not accept. The stakeholders might be influential in the sense that they can give direct feedback on the corporate initiatives, but the entire framework ruin the organization's opportunity of getting any real input from the stakeholders. Instead they are in danger of only hearing what they want to hear. (Morsing and Schultz, 2006)

### 2.3.3 Stakeholder involvement

In contrast to the first two strategies, this particular strategy is about engaging in an open and constructive dialogue between the organization and the stakeholders. Both sides are trying to persuade the other to change in the interest of themselves and both sides will change as a result of this two-way symmetric communication. Change as a result of dialogue is not viewed as weakness, but rather as a necessity in order to maintain the highest standard and a mutually beneficial business relationship going forward. Through this two-way symmetric dialogue both the organization and the stakeholders can discuss their concerns and through negotiation co-construct the CSR-efforts. In relation to the two previous strategies, this strategy acknowledges the importance of both informing stakeholders and investigating their responses through e.g. surveys and opinion polls. Unlike the response strategy, this is however not enough as stakeholders need to be involved at a level of equal standing in order to have positive attributions towards the organization and be able to adapt their expectations according to the organization's concerns and issues. Joint and open dialogue between the organization and the stakeholders are thus the only way to ensure mutually beneficial CSR. (Morsing and Schultz, 2006)

In order to give an overview of the three strategies and how they influence the conduct in an organization, Morsing and Schultz (2006) have presented a framework. (see figure 2)

	The stakeholder information strategy	The stakeholder response strategy	The stakeholder involvement strategy
<b>Communication ideal</b>	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
<b>Communication ideal: sense-making and sense-giving</b>	Sense-giving	Sense-making → sense-giving	Sense-making ↔ sense-giving
<b>Stakeholders</b>	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	Support or oppose	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 through feedback, opinion pools, dialogue, networks and partnerships	Negotiated concurrently in interaction with stakeholders
Strategic communication task	Inform stakeholders about favorable corporate CSR decisions/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, the media, corporate critics etc.
Corporate communication department's task	Design appealing 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 2:** The three strategies for communicating CSR (Morsing and Schultz, 2006)

Morsing and Schultz (2006) argue that even though the stakeholder involvement strategy is best at creating value for both the organization and its stakeholders, two-way symmetric communication is not the current norm in practice. Through empirical data from surveys, they argue that CSR-communication is highly challenging because of the shifting perception of CSR and CSR-communication in general. The survey indicated that people expect companies to exceed their minimum responsibilities and also be concerned with their primary stakeholders, especially employees and customers. However, half of the respondents thought that companies should communicate their CSR openly and explicitly through advertising and press releases, while the other half thought that this aggressive communication style is too much and that companies should downplay CSR to more subtle communication channels or not communicate CSR at all. (Morsing and Schultz, 2006) Thus, a discrepancy arises as to whether companies should just inform the public (i.e. the stakeholders) about their CSR-efforts (i.e. give sense) or whether they should actively engage with the stakeholders before communicating their CSR to the public. (i.e. making sense in order to give sense)

As a means to improving stakeholder relations within a company, Morsing and Schultz (2006) highlight three aspects to be considered: that CSR-information is a double-edged sword, that non-financial reports serve as a flawed tool for CSR-communication and that involving stakeholders in the CSR-communication will result in proactive external endorsement. The double-edged sword

metaphor relates to the before mentioned discrepancy between informing (i.e. giving sense) through one-way communication, which many perceive as being the most appropriate way of communicating CSR, and communicating CSR explicitly, which will put companies in danger of being perceived as over-accentuating their good deeds and thus loose legitimacy even though the goal was to achieve legitimacy (i.e. the self-promoter's paradox, (Ashforth and Gibbs, 1990, pp. 188).) (Morsing and Schultz, 2006) Highly conspicuous CSR-communication is often associated with having something to hide and/or legitimacy issues. This is correlated with the perception that legitimate companies have no real purpose for being 'loud' about their good deeds. (Morsing and Schultz, 2006) Following this line of thought, merely informing the stakeholders on CSR-efforts may therefore prevent legitimacy issues, but it can also be perceived as a tool for covering up an already existing legitimacy problem, which will result in further skepticism towards the CSR-efforts and the corporate legitimacy. In that way CSR-information can be perceived as a double-edged sword. (Morsing and Schultz, 2006) In relation to finding an appropriate way of communicating CSR, Morsing and Schultz (2006) state that according to their conducted surveys, implicit forms of communication such as non-financial reports are perceived to be more plausible and credible than explicit communication such as advertising or policy statements in Scandinavia. However, while non-financial reports may be perceived as a subtle way of communicating CSR, they are still only tools for sense-giving. They are drafted as one-way communication with the objective of informing and convincing its audience (i.e. the stakeholders) and as a result, companies often communicate what they find important and what they want to hear instead of what the stakeholders deem important. (i.e. self-absorption (Christensen and Cheney, 2000).) (Morsing and Schultz, 2006) To avoid such a scenario, close and mutually beneficial dialogue and collaboration between the company and the stakeholders is necessary.

In order to gain legitimacy through CSR-communication and CSR-efforts, it is important that the stakeholders express their support for the CSR-efforts. However in today's business society, where the stakeholder information-strategy and the stakeholder response-strategy is most common, actual joint collaboration and thereby endorsement is a rare sight and thus stakeholder endorsement is unachievable. (Morsing and Schultz, 2006) Some might argue that the stakeholder involvement strategy is an unattainable ideal. However as Morsing and Schultz (2006) argue, by striving towards this ideal through genuine stakeholder dialogue and a mutual understanding between the company and the stakeholders, companies are well on their way to achieving its enactment and thus also all the advantages that goes with it.

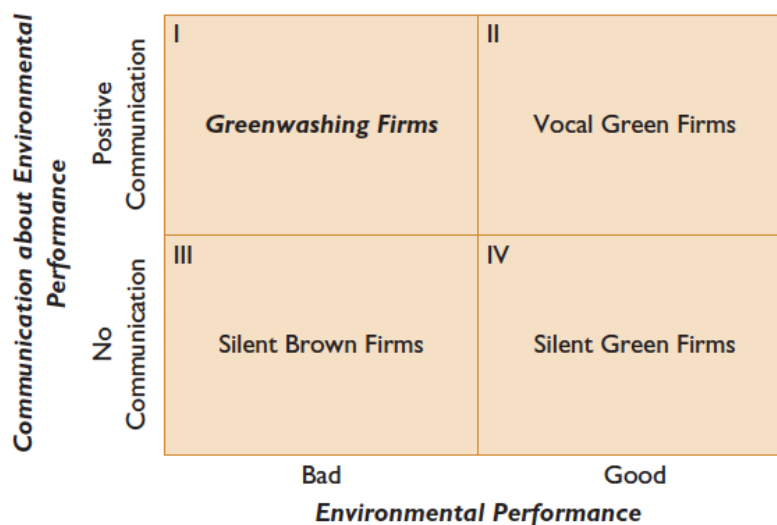
## **2.4 Overcoming stakeholder skepticism and generating favorable attributions**

As stated previously, communicating CSR is a delicate process for companies. Aside from having to choose and implement a CSR communication-strategy, a key challenge is to overcome stakeholder skepticism and to generate favorable CSR-attributions. While stakeholders claim that they are genuinely interested in knowing about a company's good deeds, we are increasingly becoming more skeptical towards the motive behind CSR-communication. (Du, Bhattacharya and Sen, 2010) Society and thus the stakeholders are furthermore increasingly likely to take action, when it comes to CSR. They will reward companies with 'good behavior' (e.g. by changing to another brand that is perceived to be more socially responsible) and punish those with 'bad behavior'. (e.g. by boycotting a brand that does not live up to their expectations) (Du, Bhattacharya and Sen, 2010) By having effective CSR-communication and CSR-implementation, businesses can thus reduce the risk of stakeholder skepticism and instead reap the benefits such as consumer loyalty and positive advocacy behaviour. (i.e. positive word-to-mouth, resilience against bad publicity or willingness to pay extra for the product)

Generally, stakeholders' attributions of an organization's CSR-motives may either be extrinsic (i.e. the company is perceived to be focusing on increasing their profit), which often causes skepticism and less favorable stakeholder attitudes or intrinsic (i.e. the company is perceived to have a genuine concern for the issues in question), which will result in a more positive outlook on the company and thus more favorable stakeholder attitudes. (Du, Bhattacharya and Sen, 2010) However, instead of only attributing companies' CSR-motives to either extrinsic or intrinsic, stakeholders are capable of deciphering mixed CSR-motives. In fact, stakeholders are more positive towards companies that are perceived to have both intrinsic and extrinsic motives as stating purely intrinsic motives give the idea that the company may be hiding something, while purely extrinsic motives give the idea that the company does not care about anything or anyone besides themselves. Stakeholders are furthermore willing to accept the premise that CSR-efforts should benefit both society and the bottom-line of the business and thus they accept extrinsic motives as long as they do not seem deceptive or manipulative. However, any discrepancy between the company's proclaimed CSR-motive and the stakeholder perception will immediately result in skepticism and negative reactions. (Du, Bhattacharya and Sen, 2010)

### 2.4.1 Corporate greenwashing

As companies are increasingly feeling the public pressure to be socially responsible, the concept of corporate greenwashing has appeared. Corporate greenwashing is defined as the discrepancy between two corporate behaviors: positive communication about CSR and poor performance on CSR. (Delmas and Burbano, 2011) In other words, the company is deliberately misleading their stakeholders and society in general about their CSR-efforts as they are not ‘walking the talk’. As a result of this deception, corporate greenwashing is contributing to stakeholder skepticism. However, not all cases of corporate greenwashing is easily spotted as it can range from just giving vague statements (e.g. by using the word ‘eco-friendly’, which has no specific meaning) to downright lying. Corporate greenwashing is instead often categorized into ‘the seven sins’, which includes having no proof, being vague, being irrelevant, being the lesser of two evils, the ‘hidden’ tradeoff (i.e. stating that a product is green without mentioning other important aspects that are missing), worshiping false labels and fibbing. (i.e. lying) (Delmas and Burbano, 2011) According to Delmas and Burbano (2011), companies can be divided into green companies (i.e. those who have good CSR-performance) and brown companies (i.e. those who have poor CSR-performance). Those companies are then further divided in terms of how they communicate their CSR-performance. If a company e.g. communicates positively about their good CSR-performance, they would be categorized as a ‘vocal green firms’, whereas a company that communicate positively about their bad CSR-performance would be categorized as a ‘greenwashing firm’. Thus Delmas and Burbano (2011) presents a typology to display the correlation between companies’ CSR-performance and CSR-communication. (see figure 3)



**Figure 3:** The correlation between CSR performance and CSR communication (Delmas and Burbano, 2011)

### 2.4.2 The hypocrisy-sincerity continuum

Most companies want to steer clear of corporate greenwashing as the drawbacks from being associated with it is highly damaging. However, as the stakeholder expectations on CSR are building up, it becomes increasingly difficult for companies to ‘walk the talk’. This predicament leads to an enhanced risk of corporate hypocrisy (i.e. when a company claims that it is something or does something, but fails to follow through on those statements) as opposed to sincerity. (i.e. when a company is true to its statements, values and corporate actions)

According to Fassin and Beulens (2011), discrepancies between CSR-communication and CSR-efforts originate from one of three categories: the economic environment (CSR is often introduced in prosperous times, but forgotten when the company hits a financial bump in the road), management systems (managers and employees are only measured on economic results and are thus not rewarded for good ethical behavior) and communication and semantics. (CSR-efforts are often only focused on some business areas and can quickly run the danger of giving too much attention to issues that are merely ‘hot’ right now) Fassin and Beulens (2011) argue that companies have both positive and negative drivers of CSR, which can be both external and internal. The negative drivers of CSR is primarily pressure and constraints from the stakeholders because of the increased expectations and demands, which forces the companies to adapt their CSR in order to avoid negative stakeholder attitudes. In contrast here to, the positive drivers of CSR are often voluntary and stem from a genuine concern about an issue or a genuine belief about the ‘greater good’. The dream of being a ‘first mover’ within certain issues or to set an example within a certain industry, which combines the purpose of doing good and gaining legitimacy, can furthermore be a positive driver of CSR. (Fassin and Beulens, 2011) Somewhere between the positive and the negative drivers are the neutral drivers of CSR. They are based on more rational and pragmatic considerations and has the establishment of a good corporate reputation as the main objective. Buhmann (2006) argues that CSR-efforts are not only driven by either positive, negative or neutral drivers. Instead the drivers tend to blur together as companies often both have genuine beliefs about some aspects of CSR, while also experiencing obligations originating from stakeholder pressure. Deciphering a company’s actual motive for doing CSR is thus highly difficult.

In order to get a deeper understanding of whether a company is hypocritical or sincere, Fassin and Beulens (2011) link the drivers and intent of CSR with the intensity of the CSR-effort and the CSR-

communication. The intensity of CSR-effort refers to company's perception of CSR. Whether CSR is perceived as a beneficial priority that must be managed effectively or as something that must be kept to a minimum determines the intensity of effort that a company puts into CSR. In terms of the intensity of CSR-communication, it refers to whether the company is vocal or silent about their CSR-efforts. These three factors gathered in a so-called sincerity-hypocrisy continuum (see figure 5), which presents seven 'moral positions' of corporate hypocrisy. (Fassin and Beulens, 2011)

The two primary positions of the continuum is sincerity and hypocrisy. Fassin and Beulens (2011) define hypocrisy as a deliberate gap between limited CSR-efforts and a high intensity of CSR-communication, whereas sincerity is defined as a high degree of consistency between words and action. The sincerity position must however be evaluated upon the intensity of CSR-effort and CSR-communication as a company that over-exaggerate their deeds a bit while still performing above average is more sincere than a company that over-exaggerates their deeds while performing poorly. Companies could also choose to deliberately downgrade their CSR-efforts in order to avoid being perceived as hypocritical and they would thus fall under the category of being sincere as there is no discrepancy between words and actions. Within the continuum, the term 'sincerity' is therefore reserved for companies that both have an adequate level of CSR-effort and CSR-communication. (Fassin and Beulens, 2011) Between and beyond the two main positions, five other moral positions is categorized based on its relation to intent/drivers, CSR-effort and CSR-communication. They are idealism, realism, skepticism, opportunism and cynicism. "Idealism" is obtained when the intent and drivers of CSR is positive and the company puts their best effort into their CSR, while having a low intensity of CSR-communication. The low intensity of communication is often due to a sense of 'privacy' in relation to CSR. This moral position has both its advantages and constraints as the strong positive intent in which they act can have a positive influence on the stakeholder perception. However, the lacking communication about their CSR-efforts can also make them seem as indifferent. "Sincerity" has positive intents/drivers and high intensity of CSR-effort as idealism, but with high intensity CSR-communication as well. Thus there is a high consistency between talk and action and the company is perceived as sincere. "Realism" refers to a common moral position in which companies are governed by the idea that they are human beings, who suffer real limitations (e.g. lacking knowledge or resources) and that decision-making always is embedded in a context that inhibits the number of possible solutions. Such companies are primarily driven by economic results, but they maintaining some effort in regards to their CSR. However, they are also very realistic about the potential backlash of CSR-communicating and thus choose to remain silent.

“Skepticism” is based on the very honest idea that a defensive position in terms of CSR is best. Companies falling under the skeptical category are often misinformed about the concept of CSR and argue that social responsibilities are filled with uncertainties and therefore it is better to only fulfill the minimum requirements. Given their honesty, they choose not to communicate their limited CSR-efforts as it would create unwanted attention to it. “Opportunism” refers to very deceptive companies. Such companies only display their CSR-efforts because of stakeholder demands. They often engage in CSR by making false claims or intentions and then fail to follow through in practice as it has no real importance to them. Opportunism originates from self-interest and the deception ranges from deliberately creating false impressions to ‘just’ taking advantage of incomplete information. They know that they are vulnerable to criticism and thus only communicate selectively areas of their CSR-efforts. However when they do communicate, it is very intense in order to drown out the very poor performance and persuade the audience of their good deeds. Beyond the moral position of hypocrisy, “cynicism” refers to companies that act purely out of suspicion. They believe that the world is governed by lacking moral integrity and double standards, but simultaneously deliberately express themselves as being the ‘moral high ground’ in spite of putting very limited effort - if any at all - into CSR. (Fassin and Beulens, 2011)

	Intent and drivers	Intensity of effort	Intensity of communication
<b>Idealism</b>	Positive	High, best effort	Low
<b>Sincerity</b>	Positive	High, best effort	High
<b>Realism</b>	Economic results, positive and negative	Medium, some efforts	Low
<b>Skepticism</b>	Negative and positive	Limited	Low
<b>Opportunism</b>	Negative	Limited, but highly targeted efforts	High (sin of omission)
<b>Hypocrisy</b>	Purely economic result	Limited	High (sin of omission)
<b>Cynicism</b>	Purely economic result	Very limited	High (sin of omission)

**Figure 4:** The hypocrisy-sincerity continuum (Fassin and Beulens, 2011)

### 2.5.1 CSR and corporate hypocrisy as aspirational talk

As a contrast to the hypocrisy-continuum, some scholars are questioning whether hypocrisy between CSR-talk and CSR-action is solely bad for business. Christensen, Morsing and Thyssen

(2013) argue that discrepancies and thus hypocrisy can work as an incentive to further CSR-improvements. They propose that attempts to talk about CSR in terms of e.g. formulating ideas and policies even though it may not be fully implemented in practice have the potential of fostering positive social change in an organization. They define this particular type of communication that reflects intentions and ideals as opposed to actual performance as ‘aspirational talk’. (Christensen, Morsing and Thyssen, 2013) They argue that communication is creation in which organizations shape their own reality and thus CSR-communication is essentially aspirational. CSR-communication has formerly been criticized for being secondary to CSR-efforts as policies without any real efforts behind it is just corporate spin to achieve legitimacy. Thus, society has increasingly called for consistency between CSR-talk and CSR-action. According to Christensen, Morsing and Thyssen (2013), communication and action are however inextricably linked as sometimes saying is doing and sometimes actions speak louder than words. CSR-policies are expected to be succeeded by actions, but deciding precisely which actions that should follow is not always quite clear. Words do however usually come before action and talking about CSR may therefore be a very important first step for companies towards a desired future. (Christensen, Morsing and Thyssen, 2013)

Brunnson (1993) argue that we communicate and act in different contexts and thus divergence between CSR-talk and CSR-action is unavoidable. Even though hypocrisy often is considered a problem, Brunnson (1993) argues that hypocrisy can work in companies that have conflicting interests and demands. Hypocrisy would allow the company to address the stakeholders differently and thus let each group fulfill their own purpose, while the management is working in the middle making the necessary compromises. (Brunnson, 1993) This is however only possible if the stakeholders confirm their support and feel like they are being heard and taken seriously. (Christensen, Morsing and Thyssen, 2013) In relation here to, Christensen, Morsing and Thyssen (2013) argue that there are two different kinds of hypocrisy: the good and the bad kind. The bad kind of hypocrisy can be defined as downright lying and entails a company deliberately hiding the truth behind pleasant words. The good kind of hypocrisy is when a company presents a notion of a wished-for future and embroider the truth in terms of stating that it - or parts of it - already exist in order to boost action. Even though both are false claims, Christensen, Morsing and Thyssen (2013) argue that the second kind of hypocrisy has a more positive nature and thus can have a positive effect on the company. In sum, the concept of hypocrisy has many aspects aside from being just bad for business. Aspirational talk can be used to keep options open instead of being fixated within a

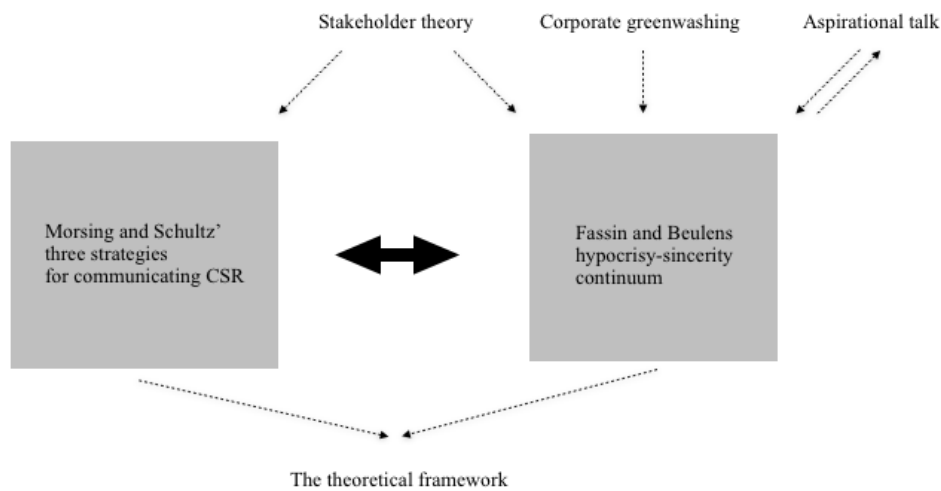
given ‘CSR-framework’ in order for companies to constantly develop and improve their CSR. (Christensen, Morsing and Thyssen, 2013)

## **2.5 Summary: The theoretical framework**

In the literature review, the theoretical concepts and frameworks used in this thesis is presented. However, each concept has its own individual significance and thus the overall theoretical framework becomes less clear as it is obscured by multiple intertwined concepts. In order to employ the reviewed literature in a more manageable way, the two main theories (i.e. Morsing and Schultz, 2006 and Fassin and Beulens, 2011) is merged into one theoretical framework, which is underpinned by stakeholder theory. I argue that combining these two theories creates a new dimension for assessing potential gaps between CSR-communication and CSR-effort as it is possible to have stakeholder involvement, which according to Morsing and Schultz (2006) is the highest aspiration for companies, while still being hypocritical. This would e.g. be the case with a company that has very vocal CSR-communication in terms of their involvement with all of their primary stakeholders, while actually only being actively involved with a few of the stakeholder groups, but certainly not all. Such a company can thus be said to have stakeholder involvement, but hypocrisy still exist until they have genuine stakeholder involvement with all and not just some of their stakeholder groups. I therefore argue that Fassin and Beulens (2011) hypocrisy-sincerity continuum can be employed as a relevant extra dimension on Morsing and Schultz’ (2006) communication strategy framework.

The objective with this thesis is to evaluate the extent to which Froosh’s CSR-communication is consistent with their CSR-efforts. In order to do so, an analysis of how Froosh communicates with their primary stakeholder groups, underpinned by Morsing and Schultz’ (2006) framework, will present a series of contrasting discrepancies between the CSR-communication and the actual CSR-efforts and thus enable me to conclude that hypocrisy to some extent exist in Froosh. Building upon these findings, a critical discussion of Froosh’s position upon Fassin and Beulens’ (2011) hypocrisy-sincerity continuum will then follow. In here, the primary focus will be on the intensity of CSR-effort and CSR-communication. (i.e. whether Froosh ‘walk the talk’) While Fassin and Beulens (2011) include ‘intent and drivers’ as an equally important factor in determining where a company lies within the continuum, I argue that the drivers and the intent behind a company’s CSR-efforts is impossible to accurately determine for anyone other than the management of the company in

question. The potential drivers and intentions behind Froosh's CSR will thus remain more generalized. Figure 6 below offers a visual overview of the theoretical framework forming this thesis.



**Figure 5:** Overview of the theoretical framework underpinning this thesis (own making)

### 3. Methodology

In this section, the methodological and philosophical considerations underpinning the research conducted for this thesis are outlined. See figure 6 for an overview of the methodological choices. Each aspect will be explained more thoroughly in the following.

Ontology	Constructionism
Epistemology	Interpretivism
Methodology	Qualitative and quantitative
Research design	Single case study
Data collection	Semi-structured interviews, a survey and text excerpts
Data analysis	Content analysis

**Figure 6:** The methodological choices of this thesis (own making)

When doing research, multiple philosophical thoughts both conscious and unconscious form our understanding of what research is and how we analyze our findings. (Gialdino, 2009) In order to follow the line of reasoning within this thesis, the philosophical assumptions that give rise to my personal understanding of reality and thus how I go about my research question, data collection and

data analysis will now be formulated in simple terms. Some would argue that the philosophy behind methodology is much more complex than described here, but as this is not the primary aspect of my thesis and merely an influencing factor in terms of how the research is conducted, how the findings are analyzed and how the thesis progresses, I have chosen to keep it at a basic level.

### **3.1 Research philosophy**

#### **3.1.1 Ontology**

Ontology can be defined as the study of being as it deals with the nature of reality and with what exist. In other words, ontology deals with how people interpret reality and what constitutes a fact in their mind. (Blaikie, 2010) Thus ontology is an important methodological consideration as it reflects the deeper interpretation of reality that shapes the data collection and analysis in this thesis. Ontology is often divided into two positions: objectivism or constructionism. (Scales, 2013) If taking the position of objectivism, it reflects the underlying understanding that people, organizations and thus all social entities exists independently in an objective reality and all social phenomena (e.g. behaviour and communication) and the meaning they create, exist independently as well without interference from actors. (Scales, 2013) As a contrast, the position of constructionism reflects the underlying understanding that social phenomena and the meaning they create are constantly co-constructed and redefined by multiple actors that exist in relation to each other. (Scales, 2013) Researchers will therefore always impart to their individual perceptions of the world and thus knowledge can never be definitive or without ambiguity. (Bryman, 2008)

In my personal view, reality do have an objective element. If we were not here to create meaning and make sense of things, our world and reality would still exist albeit it probably would look very different. However, I do to a greater extent agree with the constructionism position as I believe that people always will have different social backgrounds e.g. in terms of nationality, culture, gender and social class, which influence their understanding of the world and thus reality, behavior and communication will have different meaning for different people. Furthermore, as this thesis includes an analysis of the stakeholder perception in Froosh, it seems irrational to think that they all will have the same 'framework' for understanding and making sense of the world. Constructionism is therefore my main ontological assumption.

### 3.1.2 Epistemology

While ontology is the study of what exist in the world, epistemology can be defined as the study of our knowledge of the world. It deals with our way of acquiring knowledge and how we make sense of this knowledge. (Scales, 2013) Thus epistemology is an important philosophical consideration as it reflects the underlying assumptions that shape the data collection and analysis in this thesis. Epistemology is often divided into two positions: positivism and interpretivism. (Scales, 2013) If taking the positivism position, knowledge in itself is objective. Doing social research and thus acquiring knowledge on social science (e.g. how people behave in certain contexts) should be as objective and neutral as possible and handled like acquiring knowledge about natural science i.e. testing and verifying a hypothesis multiple times through objective methods without interference or ‘contamination’ from external actors. (Thomas, 2009) This position is sometimes also referred to as ‘realism’, because positivism underpins the idea that the world we perceive is ultimately the only one existing. (Thomas, 2009) If taking the interpretivism position, knowledge in itself is subjective. As the name suggests, interpretivism leaves much more room for interpreting the world we perceive than positivism. (Scales, 2013) Doing social research and thus acquiring knowledge on social science is remarkably different from acquiring knowledge about natural science. There exist no objective ever-lasting truth, which we can discover through social research. Instead, meaning is something that we construct based upon our perception of the world and it is constantly being changed and contested through our interaction with others. (Thomas, 2009) In order to do in-depth social research, we must understand the people in which we are interested and interpret from their individual point of view as opposed to merely observing them and making logical assumptions herefrom. (Thomas, 2009)

Both positivism and interpretivism has its advantages and disadvantages in terms of doing social research. On the one hand, the positivism position is very helpful when trying to acquire knowledge from quantitative data such as surveys, because surveys tend to focus on counting or measuring things objectively. (Scales, 2013) However, by focusing completely on positivism one runs the risk of being too objective and thus miss important underlying subtleties that get lost in the crowd. On the other hand, the interpretivism position is very helpful when trying to acquire knowledge about qualitative data such as interviews. (Scales, 2013) In order to acquire genuine knowledge from interviews, it is important to pay attention to every nuance and merely observing is thus not sufficient. (Silverman, 2013) Instead the attainment of knowledge relies on the researcher’s ability to accurately understand and interpret the data. (Thomas, 2009) According to Scales (2013),

qualitative and quantitative methods are not incompatible. Instead mixed methods can compliment each other. As the data collection in this thesis primarily consist of interviews, interpretivism is the main epistemological assumption. However, as I do have quantitative data from my survey, positivism also take part in my overall philosophical assumptions.

### **3.2 Research design and methods**

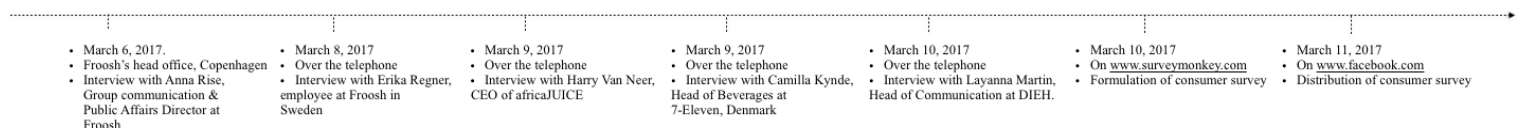
As my philosophical assumptions have outlined in the above, my own personal interpretation of reality and gaining knowledge will have an influence on the choice of research design and research methods in this thesis. Because I wish to conduct my research in a way that allows me to gain in-depth insight on stakeholder perception, I primarily draw on interpretative methods in the data collection. More specifically, I use the qualitative research method of conducting interviews. (Silverman, 2013) In addition here to, the quantitative research method of conducting a survey is used to a lesser extent in order to gain more generalized information on consumer behavior. (Flick, 2015)

My research is designed as a single case study. This is a deliberate choice in order to concentrate solely on Froosh and thus go more in-depth with their CSR and gain new insights on a company that is a bit unconventional. We are in many ways getting used to the concept of CSR and often associate it with big multinational corporations that explicitly and in full detail account for their social responsibility, their supply chain and the efforts they are doing in order to live up to stakeholder expectations through grand CSR-reports, press statements, audits and so on. And while small companies can be just as ambitious about CSR, some businesses assign a low priority to CSR. However from the outside, Froosh seems to be all about ‘doing good’ and creating sustainable development in spite of being a small Scandinavian company with an annual deficit. Their external CSR-communication emphasizes how they fight for the farmers and the local communities in developing countries and it was this unconventional, ‘anti-capitalistic’ approach to doing business that first inspired me to choose Froosh as my case example for this thesis. I believed it to be an inspiration for other companies on how to make actual sustainable impact in developing countries. However, as I uncovered more and more of their CSR-practices, I discovered multiple discrepancies between Froosh’s proclaimed CSR and their actual CSR-efforts, which added a needed critical perspective to my research question and furthermore confirmed me in my choice of conducting a single-case study of Froosh.

I acknowledge the criticism that some have towards single case studies. Eisenhardt and Graebner (2007) e.g. argue that single-case studies lack relevance and legitimacy as they are not representative for other companies and thus the drawn conclusions have no actual relevance. According to Siggelkow (2007), single-case studies can however be very useful in illustrating how a theoretical concept will work in practice. Single-case studies do require more careful considerations in terms of eliminating bias and giving a true view of the chosen company. Furthermore, in order for single-case studies to be relevant, it requires a framework (i.e. research question, theory and methodology) that enables the researcher to draw inferences about more ‘normal’ companies. (Siggelkow, 2007) The main objective with this thesis is to evaluate the extent to which Froosh’s CSR-communication correspond with their actual CSR-efforts and while this thesis’ findings may seem as being only relevant in the case of Froosh, I argue that this thesis is adding new perspectives to the existing literature as it presents some more generalized reflections on stakeholder involvement and corporate hypocrisy. I therefore argue that by conducting this as a single-case study of Froosh, I will be best equipped to fulfill my objective with this thesis.

### 3.3 Data collection

In order to be as precise as possible when specifying my data collection, I will initiate this section with a timeline of the data collection. Hereafter, more details will follow on how I conducted the five interviews, drafted the survey and analyzed the primary data.



**Figure 7:** Timeline of the data collection (own making)

#### 3.3.1 Semi-structured interviews

In order to acquire primary data and get an in-depth insight into Froosh’s and the primary stakeholders’ perception of the CSR-communication and CSR-agenda in Froosh, I conducted semi-structured interviews with four of the six primary stakeholder groups in Froosh. The rationale for choosing interviews as opposed to e.g. surveys was to gain more detailed in-depth knowledge of how both the interviewee and the stakeholder group in which the interviewee is included, perceive things. (Silverman, 2013) In regards to the fifth primary stakeholder group (i.e. consumers), I

determined that a survey would be more suitable for gaining more generalized knowledge about their perception of Froosh. In order to get as many people to answer and thus be as representative of the 'average' consumer as possible, interviewing was simply not an option as it would require a tremendous amount of interviews with randomly selected people. (Flick, 2015) In addition here to, it was unfortunately not possible to attain usable information on their sixth primary stakeholder group (the intermediaries) and I was therefore forced to omit the supplier/intermediary perspective in my analysis. However, I argue that the interview with the fruit farm (africaJUICE) presents some points that are also relevant for the intermediaries and thus the interview with the fruit farm will also include parts of the intermediaries' perception. With the purpose of knowing more about how Froosh perceives their own CSR-communication and CSR-efforts, which I would contrast the stakeholders' perception against, I also conducted an interview with the person responsible for public relations (PR) and communication in Froosh. (Anna Rise)

All five interviews lasted approximately 30-45 minutes. With the exception of the interview with Froosh, which was carried out face-to-face in their headoffice in Copenhagen, all interviews were conducted by telephone. Each interview was initiated by proper greetings and me explaining a bit about my thesis and why I had contacted them specifically. In order to better remember what was said during the interviews, I recorded the interviews on my computer. Shortly after, I transcribed the recordings (see Appendix A), which made it much easier to get an overview of the reoccurring topics and issues that appeared across the different interviews. To avoid forgetting important aspects, I before the interview prepared a set of questions. Two of the five interviewees (africaJUICE and DIEH) requested the questions in advance, which I agreed to. These questions merely served as a rough guideline for myself as I wanted to keep the interviews semi-structured. (Silverman, 2013) In this way, the interviewees had a chance to elaborate and give examples, when they deemed it necessary (Flick, 2015), which generated further knowledge that might not have come up in a formally structured interview. Some questions were repeated in all of the interviews such as "how would you define CSR?", "how would you define the communication between you and Froosh?" and "if you experienced a problem or had a question for Froosh, how would you go about it?" However, the questions were of course mainly drafted to fit the specific context. I chose to conduct the interview with Froosh first in order to get an initial idea of their perception and thus be able to contrast the stakeholders' perception around that, but also to get them to specifically state their primary stakeholder groups to avoid any uncertainty. Hereafter, I contacted several people and organizations within each of the stakeholder groups that Froosh themselves mentioned via e-mail.

Some replied, some did not. My process for selecting which organization to talk to within each stakeholder group was to some extent random as I did not have any prior knowledge about the different stakeholders in Froosh before I conducted the interviews.

As illustrated in the timeline (see figure 7), I first interviewed Anna Rise from Froosh. Then I interviewed Erika Regner, an employee in Froosh AB in Sweden. Hereafter, I interviewed Harry van Neer, the CEO of africaJUICE, which is a fruit farm in Ethiopia that supplies mango- and passion fruit purée to Froosh through an intermediary in Germany. Then I interviewed Camilla Kynde, Head of Beverages in 7-Eleven Denmark, which is one of Froosh's customers and lastly, I interviewed Layanna Martin, Head of Communication in Danish Ethical Trading Initiative (DIEH in Danish), which is a multi-stakeholder initiative (MSI) that among many others collaborate with Froosh. All in all, I tried to gather a broad set of informants in order to limit bias. The interview questions were purposely drafted in very neutral wording in order to let the interviewees determine the direction. (Flick, 2015) This was e.g. illustrated by the fact that despite being asked similar questions, the interview with the Froosh employee remained positive the entire time, while the interviews with the fruit farm and the customer opened up for some points of criticism. Figure 8 below present some of the main points or 'themes' that appeared during the interviews. (see Appendix A.2 for full content analysis of the interview transcripts)

Froosh	Employees	Fruit farms	Customers	Business partners
Froosh do not do CSR per se. Instead it is a higher social mission	The most essential part of CSR in Froosh is how they can give back. And doing it because they want to, not because they have to	In order for Froosh to make serious impact, they must change their view on their value chain. Froosh's profit margin is too big in relation to the profit margin of the farmers. The value must be shared more equally	Froosh does not seem interested in doing e.g marketing initiatives with 7-Eleven, which otherwise would boost the sale and generate more attention to the brand	Highlights COOP's coffee roasting house in Kenya as the 'good example' of sourcing from developing countries. Froosh should strive to be more like that
Froosh cannot say with 100% certainty where they are sourcing fruit from	No strategies or quality control for ensuring uniformity in the products or compliance in the supply chain	Froosh's excuse for not sourcing from the same farms every time is not valid. The uncertainty could be eliminated if Froosh would show more commitment in terms of pricing and long-term contracts	She believes that Froosh needs a relaunch or something similar to achieve positive attention to the brand again	In order for Froosh to really make an impact on sustainable development in developing countries, they must make a long haul commitment
Froosh has no specific strategies for anything	No written strategies as it forces a certain level of formality	africaJUICE has very clear strategies for their operations, but Froosh seems indifferent about it	Froosh can free of charge advertise on 7-Eleven's facebook page, but choose not to seize that opportunity	DIEH has no say when it comes to Froosh and how they choose to operate. They can give advice, but it is up to Froosh whether they want to follow it or not
Froosh's external CSR-communication is primarily conducted in order to tell the stories of the local farmers	Very close relationship and open dialogue with the fruit farms	africaJUICE does not have any direct communication with Froosh besides from two visits at their farm in the last five years	Froosh needs more clear external communication towards the consumers. She questions whether the consumers actually get the message that Froosh is sending.	DIEH does not have one-on-one communication with Froosh. Only through conferences, meetings etc.

**Figure 8:** Overview of the main 'themes' across the five interviews (own making)

When I initiated my analysis of the qualitative data in the five interviews, the amount of information needed to be narrowed down in order for me to effectively recognize the similarities and differences occurring across the different interviews. In order to do so, I used content analysis on a higher level meaning a more interpretative analysis that focuses not only on what was said, but also on what may have been implied. (Flick, 2015) By employing content analysis, I made sense of the qualitative data through categorizing and thus highlighted the most important messages and findings. (Flick, 2015) I went through each of the five transcripts and made notes of the interesting and relevant aspects. Each of those were then categorized in terms of their 'theme' and listed as either a major or a minor category according to their frequency in the interview. When these steps were completed in each transcript, I compared and contrasted the different categories across the transcripts to get an overview of the most dominant themes. (Flick, 2015) (Transcripts and full content analysis of the interviews can be seen in Appendix A)

In order to answer my research question, the relevant findings from the interviews will be included in the analysis (see section 5) underpinned by the theoretical framework. Arising out of that, the discussion (see section 6) will then present a reflection of how the findings can tell us something about the level of hypocrisy or sincerity in Froosh, again underpinned by the theoretical framework.

### 3.3.2 Surveys

As explained in the previous section, the main part of this thesis' data collection is qualitative primary data. However, in order to gain insight into how the average consumer perceives Froosh and Froosh's CSR, interviews would not be sufficient in giving a generalized image of their point of view. Therefore I chose to conduct a survey, which would result in primary quantitative data that more easily could be compared and thus hopefully create a more generalized picture.

The survey was conducted on [surveymonkey.com](https://www.surveymonkey.com) and distributed through my personal facebook page on March 11, 2017. Through this distribution channel, the survey reached my friends, family and acquaintances. As some chose to share my post with their friends and acquaintances, the survey reached an even wider audience. In addition hereto, I also shared the survey on a facebook group called "4180 Sorø", which is a public group for the citizens of my hometown Sorø with almost 10,000 members. The survey consisted of ten questions written in Danish. I chose to formulate the questions in Danish as I believe that questions in English would discourage too many people from answering. The initial two questions were to establish the respondents' profile (i.e. age and residence), while the last questions ranged from yes/no-questions, to open questions in which the respondents were to write themselves and questions with an answering scale. (i.e. from highly disagree to highly agree) All questions can be viewed in Appendix B, but an example of a question could be: "in which words would you describe Froosh's image?", "does Froosh's image influence your purchase?" or "to what extent do you agree to the following statement: I associate Froosh with sustainability and social responsibility" and so forth. In this way, I achieved both the comparative element that pre-defined questions produce and more subjective answers which can be used as concrete examples to support my overall conclusions. Before starting the survey, people were made aware that no knowledge whatsoever about Froosh would eliminate them as applicable respondents. I decided to do it this way to avoid useless answers that would not tell me anything about their perception of Froosh. When forming the questions, I considered Porst's (2000) ten commandments of question wording in order to ensure that the questions were clearly formulated and easily

understood. These i.a. include using simple unambiguous terms, avoiding long and complex sentences, avoiding suggestive questions and only aiming for information that the respondents are likely to have. (Porst, 2000)

On April 6, almost four weeks after the survey was first distributed, I decided to conclude the survey in order to have enough time to analyze the data and employ it in analysis. At that time, I had only received 42 answers whereof 19 had answered all ten questions. When I initiated my analysis of the survey data, I primarily focused on frequency. By calculating how big a percentage each possible answer hold in each question, I could observe which answer was the most frequent one and thus get an idea of which answer is most representative for the average consumer. (Flick, 2015) This was however not possible with open questions where the possible answers were not defined in advance. In these cases, I classified the different answers within three categories defined by the respondents' attitude towards the questions (i.e. positive, neutral or negative) and, in the same way as with the fixed questions, found the most frequent answer category. In order to further demonstrate how a respondent's answers could be formulated, one or two examples from each category is highlighted. (see Appendix B)

### 3.3.3 Texts excerpts

In addition to the data accumulated through the interviews and the survey, I will also use small excerpts of text coming directly from Froosh in order to gain further insight about Froosh's external CSR-communication. Froosh has unfortunately not allowed me to see internal documents and thus my text excerpts will originate from publicly available information such as their corporate website, their facebook page, their product labels and their "fruit on a mission" book, which you can receive on request. Due to the limited scope of this thesis and given that the interviews and the survey are the primary data of this thesis, these text excerpts will only be used to a limited extent and as a compliment to support already drawn conclusions. In this connection, it is furthermore important to bear in mind that these texts are secondary data, which originates directly from Froosh and thus the risk of bias is very high. However, owing to the limited usage, the bias remains insignificant. I will furthermore not employ a content analysis on the text excerpts as done with the interviews and the survey, but instead pick out relevant paragraphs, words or sentences and use them as examples.

### **3.4 Limitations**

In spite of trying immensely hard to attain multidimensional data to avoid bias, my data collection do have limitations. First, I acknowledge that five interviews and a survey is somewhat restricted in terms of getting an actual in-depth view of the stakeholder perception in Froosh. There are several other stakeholder groups (e.g. intermediaries and competitors), which are furthermore not included. This is i.a. because of lacking access to the right information, but also in order to stay within the scope of this thesis and to keep the research question narrow and get more in-depth with those few stakeholder groups that Froosh themselves deem most important.

When conducting the interviews, I expected the interviewees to give their honest opinion about Froosh and their CSR. Neither of the interviewees asked to be kept anonymous even though some of them expressed criticism towards Froosh. Thus, I can fairly assume that their statements are genuine and valid. However, it is important to remember that all the interviewees (some more than others) do have an interest in Froosh doing well. As stated previously, stakeholders do after all - as the name suggest - have a personal stake in the business. (Freeman, 1983) In the case of Froosh, neither the employee nor the business partner expressed any real criticism. This is perfectly logical as they have nothing to gain from doing so. Especially not if they are genuinely satisfied with Froosh. Even though they might potentially be unsatisfied with Froosh, the discontent would have to be at an extremely high level before it would come up in a recorded interview with a complete stranger like myself. In terms of these two interviews, bias is therefore very likely. In regards to the fruit farm and the customer, they of course also have an interest in Froosh doing well, because Froosh is a mean for them to make a profit. However as the analysis will reveal, Froosh is not particularly important for either 7-Eleven or africaJUICE as they have other more important and affluent suppliers and buyers respectively in their supply chain. Their statements on Froosh can thus be considered as more unbiased than those from the employee and the business partner, but bias can of course not be eliminated completely. In addition here to, I could have interviewed more than one person per stakeholder group to add further perspectives. I do however argue that it would not have enhanced the quality or altered the conclusion of this thesis and instead merely performed as a compliment to already drawn conclusions. When furthermore considering the limited scope of this thesis, I chose not to include multiple perspectives from each stakeholder group.

In regards to the survey, one could argue that due to the way it has been distributed (i.e. through facebook), it is not representative for the average consumer. I can partly agree to that. My circle of

acquaintances is not representative for every individual, but considering my limited time and resources such a survey will at least give an indication of consumer perception. Furthermore, as the survey was conducted online, the respondents were required to have internet access and a facebook account. One might argue that this precondition minimizes the participation of certain demographic groups. However, Froosh's products are primarily advertised to the consumers through social media, which is also reflected in the survey, and people without internet access and/or facebook would most likely not know Froosh or have an opinion about them anyway. I thus argue that this precondition does not impact the quality of the data either.

By defining my philosophical assumptions and methodological considerations which underpin this thesis, I will now briefly present some background information about Froosh before continuing on to the analysis and discussion.

## **4. The history of Froosh**

### **4.1 Their profile**

Froosh ApS is a small private Danish smoothie company, which was founded in July, 2011. Froosh ApS is owned by a Swedish parent company called Froosh AB, but despite the two different geographical locations and the two separate companies on paper, Froosh AB and Froosh ApS is one and the same de facto (Anna Rise, interview 06.03.2017) With reference to section 32 in the Danish Financial Statements Act, Froosh ApS is not required to publicize their annual turnover. Their annual report for 2015 presents an annual loss of DKK 4.239.028 and a negative equity of DKK 6.210.087. (Froosh ApS' annual report for 2015) Froosh ApS has however achieved a clean audit report owing to a letter of comfort from Froosh AB ensuring Froosh's continuous operation. Froosh is additionally funded by Unilever Ventures and other small angel investors. (Anna Rise, interview 06.03.2017) Froosh's headoffice is located in Copenhagen, where 17 people are working. An additional 20 people are working in the Swedish organization, which gives a total of 37 employees. (Erika Regner, interview 08.03.2017)

Froosh is selling smoothies in all of the five Scandinavian countries (i.e. Sweden, Norway, Denmark, Finland and Iceland) and is currently the no. 1 smoothie brand in the Nordic region. ([www.froosh.com](http://www.froosh.com)) Froosh is primarily trying to brand themselves as having products of high

quality, as being into sustainability and as going the extra mile to live up to their social responsibilities by sourcing ethically grown fruit and making real sustainable impact in developing countries. (“We love fruit. Not just because it’s delicious and contains lots of great stuff, but also because tropical fruit farming offers a source of income and a way out of poverty for millions of families in developing countries.”, <http://froosh.com/about-us/>) In Froosh, quality is considered the top priority as they only use the best fruit but in addition here to, they are also very vocal about their CSR and communicate a lot about their fruit farm program and their ‘trade, not aid’-mission. They believe in ‘responsible trading’ as sourcing tropical fruit from e.g. Ethiopia will create sustainable development such as jobs, poverty reduction, better infrastructure, health facilities and so forth. Froosh furthermore remains skeptical of the Western World’s tendency to help poorer countries solely through aid. They argue that aid often falls in the wrong hands due to corruption and that aid actually hinders sustainable development as it eliminates poor countries’ incentive to help themselves. (“Why we need a rethink in the fight against global poverty”, Anna Hagemann Rise in TEDx Talks, <https://www.youtube.com/watch?v=EmY8HMjHaXs>)

## **4.2 Their market segment**

Froosh is part of the beverage market segment. In this market segment, smoothies is just a small part of the available products and Froosh is therefore in intense competition with a variety of other actors. Their main competitor is the british company Innocent Smoothie, whos major shareholder is Coca-Cola. (<http://fodevarewatch.dk/Drikkevarer/article6969507.ece>) Innocent Smoothies is the leading smoothie brand in Europe and has a very similar brand profile as Froosh. (<http://www.innocentdrinks.dk/os/vores-historie>) Furthermore, Froosh also more unintendedly competes with other actors on the beverage market. As consumers often choose only one product, when they are looking for something to drink, smoothies are in a constant trade-off for the consumers’ attention with e.g. soft drinks, energy drinks, bottled water, chocolate milk, juice etc. (Camilla Kynde, interview 09.03.2017)

In order for Froosh to stand out from the crowd, they i.a. emphasize their products. They have a wide range of flavors (e.g. carrot/ginger, mango/orange and virgin mojito) and each bottle is decorated with a catchy colorful design and a humorous slogan on the label. The spinach and coconut-smoothie for example has a label that says ‘‘ugly, but loveable’’ as a references to its quite unattractive color. (see Appendix C.1 for smoothie flavors) Each smoothie comes in three different

sizes. (150 ml., 250 ml. and 750 ml.) As a part of their branding, Froosh emphasizes that their smoothies contain 100% pure high-quality fruit, where a minimum of 50% and often as much as 90% of the fruit is harvested in developing countries, which help poorer countries to a more prosperous future. (<http://froosh.com/fruit/>) Froosh furthermore emphasizes their attention to sustainability and recycling by packaging their 150 ml. ‘shorty’ smoothies to drink ‘on the go’ in cardboard and their 250 ml. and 750 ml. smoothies in glass bottles, which are produced from natural recyclable ingredients such as sand, sodium carbonate, lime and broken recycled glass. (<http://froosh.com/products/>)

### **4.3 Their supply chain**

As opposed to Froosh’s very explicit communication on how they create sustainable development, Froosh is not particularly transparent in regards to their supply chain. In fact, this information was only achieved through my interview with Anna Rise. The supply chain in Froosh is as following: Froosh is in contact with a few selected intermediaries in Europe, which Froosh refers to as their suppliers. These intermediaries have an enormous network of different small fruit farmers across the globe from which they buy the fruit. The fruit is peeled, boiled and made into purée on the different local farms and then sold to the intermediary in large containers. The intermediary ships the purée back to their own factory, which is located in either Sweden, Austria or Germany and then mixes the different fruit purées according to Froosh’s recipes. The smoothie mix is then bottled, sealed and distributed to Froosh. (Anna Rise, interview 06.03.2017) Within this process, Froosh does not participate in any of the ‘steps’. They only buy the end-product. Froosh states that they oversee and have complete control over the process and how their products are made. This is due to their supply chain-department in Copenhagen, which have six employees that are in constant dialogue with the suppliers, while also visiting the fruit farms and the factories. (Anna Rise, interview 06.03.2017)

## **5. Analysis**

In the following analysis, I will attempt to answer my research question: To what extent does Froosh’s CSR-communication correspond with their actual CSR-efforts? In order to answer that question, the following is a comparative analysis that through five interviews and a survey will evaluate how Froosh and their primary stakeholders perceive the CSR-communication and general

CSR in Froosh and thus whether any discrepancies exist between Froosh's proclaimed CSR and their actual CSR-efforts. In the analysis, some reoccurring 'themes' of criticism have been identified, namely Froosh's lacking communication with four out of five stakeholder groups, their overly simplistic approach to doing sustainable business and their lacking engagement to CSR in general. Thus the analysis is guided along these topics. Afterwards, the discussion will reflect on the findings and their implications as they suggest that corporate hypocrisy exist in Froosh.

## **5.1 How is Froosh's CSR and CSR-communication perceived?**

Through the interviews and the survey, I will now analyze how Froosh and the primary stakeholder groups perceive the CSR and the CSR-communication in Froosh. In order to do that, the analysis will present Froosh's own perception of their CSR and CSR-communication i.e. by examining how Froosh communicates their CSR to the different stakeholder groups. (Morsing and Schultz, 2006) This perception will then be contrasted against each of the included stakeholders' perception of the CSR and CSR-communication in Froosh and thus enable me to conclude whether Froosh's proclaimed CSR corresponds with their actual CSR-efforts.

Froosh and each of the five stakeholder groups will have its own separate subsection in the analysis. Potential links between the different subsections will be outlined and examined further as I go along. At the end, a summary section will provide an overview of the findings and further illustrate them within a joint matrix.

### **5.1.1 Froosh**

As stated previously, Froosh falls within the category of companies with a more unconventional approach to doing CSR. During the interview with Froosh (i.e. Anna Rise), it became clear that they attach great importance to doing sustainable development in developing countries through trade, but there is seemingly no clear definition of neither CSR nor sustainability within the company. Froosh does not define their good deeds as 'CSR'. Instead Rise uses a vague statement that reoccurs frequently in the interview about it being a part of a higher political mission. (*"But it's not CSR. It's a political mission to create awareness on trade with developing countries. That's the most important element in sustainable development. That is what matters to us."* pp. 2, l. 29) In doing so, Froosh tries to take away the level of formality that often is associated with CSR and thus get

around the fact that they have no specific CSR-strategies (*'We're after all a start-up business, so if you're looking for a hundred page long CSR-rapport, then it's Danske Bank, Mærsk or something like that.'* pp. 11, l. 13) When mentioning sustainable development, Rise kept it at a very non-specific level and conceded from referring to anything tangible. When asked about whether Froosh was not interested in connecting their 'good deeds' (i.e. their CSR) with the Froosh brand through CSR-communication, Rise acknowledged that it of course is a relevant part when trying to run a successful business. It is after all through this 'link' that Froosh can achieve recognition for their CSR-efforts such as good sales figures, consumer loyalty and positive word by mouth. Yet, according to Rise, this line of thought is reserved for the Froosh sales team only and is not the general mindset of Froosh. (*'That would our sales team of course believe. (...) It wouldn't make sense otherwise (...) The most important thing for me is to create awareness about trade with developing countries (...) I would also be vexed if people didn't see that connection, but it's more important that this is a higher mission.'* pp. 3, l. 4) According to Rise, their 'good deeds' is something they do because they want to and not because they have to. (*'It's a mission on a higher level, which all of us within the fruit industry should be a part of. (...) And if you can't see that it creates value, then you shouldn't be a part of it.'* p. 7, l. 27) CSR is therefore not something that you write down in Froosh. Instead, CSR is a mindset. Something that they work with every day, all day. (*'It's what we work with EVERY day. It's so important to us that... you know, 'write it down?' ... 'go into my mail inbox', you know... I get 30 e-mails about it every hour, so.. You know... It wouldn't make any sense.'* pp. 11, l. 17)

In general, Froosh operates in a highly unstructured manner without any specific written-down strategies. This is both in terms of their CSR, but also in regards to other important areas such as supply chain management and internal working procedures. Rise made it clear that I was not permitted to see their internal documents (*'We keep that (re: documents on strategies) internally... Because, that's mine and my employees' internal work. That's not something we communicate about.'* pp. 1, l. 12), but when asked whether they had certain internal strategies e.g. in order to ensure uniform business practices or compliance within their supply chain, the answer was no. In regards to the supply chain management in Froosh, Rise states that Froosh oversees the entire process from harvesting the fruits to bottling the smoothies. Froosh does however not own any of the factories or companies that take part in their supply chain (*'We of course have complete control over what is happening and it must be completely transparent, but... Interviewer: It's not Froosh who are doing it (re: producing the smoothies). Anna: No and we don't own any factories or*

*anything like that. What we do is that we control the entire process, you know.. and then we buy the end-product.”* pp. 9, l. 4) and thus it seems logical that a company like Froosh would have strategies to ensure uniform products, but more importantly to ensure that their CSR-communication about having sustainable and ethically sourced high-quality products is being properly understood throughout the entire supply chain and thus ensuring a satisfactory production process. However, Froosh does not have any of that. They make no quality control, no audits and no reporting on their supply chain whatsoever. (*“In terms of reporting and so on, then I would say... We are focusing on those things that create value. And I don’t always feel that it (re: reporting, auditing etc.) does... to put it in that way.”* pp. 10, l. 9) Froosh instead rely on the six employees in their supply chain-department in Copenhagen to take care of that task through dialogue and visits to the different fruit farms and factories. (*“Well, that’s supply chain. We have six people who are working 100% on that. All the time. (...) The only way we can do that (re: control the process) is to keep visiting them and learn more.”* p. 9, l. 10 and 29) In addition here to, Froosh furthermore operates without any specific strategies for their internal working procedures and instead relies on working closely together in a small office across the different departments. (*“We have had meetings every two weeks for years, where we say ‘well, what’s going on in terms of that, that and that?’ and in terms of ‘fruit on a mission’. (...) Alex, who is Nordic Marketing Coordinator, sits right next to me, so we collaborate very closely.”* pp. 11, l. 5)

The general picture in Froosh is that while Froosh attach very little importance to their internal practices, they correspondingly attach very great importance to having explicit CSR-communication. Froosh will not pay for advertising as they believe it maintains their integrity (*“My principle is that every thing we discuss, I won’t pay for. And then it’s not marketing. (...) That’s something that... sort of maintains our integrity.”* pp. 1, l. 25 and pp. 2, l. 2), but they are, according to Rise, working very hard to be able to tell the world about the work that Froosh is doing and how it helps farmers in developing countries. Here, it is again highlighted that Froosh is working as the ‘spokesperson’ for the fruit farmers as their CSR-communication is merely to communicate the farmers’ stories to the surrounding world and not in order for Froosh to attract attention to themselves (*“Then I made this (re: coffee table book) two years ago (...) which have some facts, but also tell the stories of the farmers. How it has changed their lives. (...) It also tells something about our project and the philosophy behind ‘trade, not aid’.”* pp. 2, l. 6) Overall, the interview was highly characterized by Froosh’s emphasis on their stakeholder communication. According to Rise, Froosh is in constant open dialogue with i.a. the fruit farms in order to know what they are dealing

with and to see how trading makes a positive sustainable impact on the local communities and the workers' livelihood. (*'We go down there and visit them. We work and learn about the different processes and live on the plantations. (...) Plus we learn about what the plantation does in terms of building schools, health clinics, roads and so on. It's an enormous one-on-one communication and that's why I can come home Monday morning after being in Guatemala and then just write them an e-mail saying 'hey, how about that? how far along are you on that?'* pp. 5, l. 13) Additionally, Froosh is also highly participative with their customers, their business partners and the consumers in order to know their point of view as well. (*'We would do a competition, a sales competition or something like that, where you can win a trip in order for them (re: the customers) to learn more about our product. It could also be a consumer competition. They're interested in that as well, because it creates more 'hype' around the products, you know... (...) We do consumer surveys. Absolutely. And that's around the entire brand. You know, whether they know Froosh, if they like the taste...'* pp. 6, l. 9 and p. 7, l. 5)

When asked more about the CSR-communication in Froosh and why Froosh is not more transparent on certain subjects such as their supply chain, which could be easily achieved by e.g. stating the names on those specific fruit farms from which they source and thus sharing more of the positive 'attention', Rise claimed that it was not in the interest of the fruit farms. She remarked that the fruit farms were not interested in being acknowledged as 'suppliers to Froosh smoothies', but instead more concerned about their harvest and getting the positive stories out. (*'It's a higher mission (...) It's not important to them that it's a particular name that is put on there. It is important for them that some of the positive stories about the plantations actually being able to change peoples' life become known. Because no-one is talking about that.'* p. 8, l. 1) However, during the interview it became apparent that Froosh also have a collateral motive for being non-specific in terms of their supply chain, which is that Froosh cannot completely guarantee where their fruit is being sourced from. Despite having a supposedly open relationship with the fruit farmers, Anna explained that Froosh's suppliers (i.e. the intermediary that buys the fruit purée and bottles it according to the right Froosh recipe) have the primary responsibility for selecting the farms and establishing the contact, buying the 'right' ethically grown fruit and making sure that it is processed in a sustainable manner. Froosh does have some preferential agreements, which requires the suppliers to use certain fruit farms if possible, but the final selection process lies exclusively with the intermediary. (*'We have some suppliers, which have a giant network of plantations around the world from which they buy fruit, so therefore is it impossible for us to say that we will keep buying from there. We do something*

*that is called preferential agreements, where we state that if they (re: the suppliers) in any way possible can buy from here, then Froosh will prefer that and then they will do it” p. 4, l. 5)* In the light of Froosh’s lacking strategies for supply chain management, they can thus not be completely certain where their products are coming from. Instead Froosh blindly trusts the intermediaries to make ethical choices and according to Rise, it is due to practicalities. In order to ensure a stabile supply chain with a constant supply of fruit, Froosh must keep a line of retreat open and have diversity within their supply chain in case their preferred farms’ crops fail. (*“Sometimes we have up to 14 different kinds of fruit and a plantation of course does its best, but what can happen is some sort of plague or bug (re: in the harvest). It can be poor weather conditions or it can be... a variety of things. It does unfortunately happen around the world and we therefore can’t commit to only sourcing from ‘here, here and here’.” p. 4, l. 1)* Rise furthermore explains that Froosh is dealing with a lot of other social issues such as stopping food waste and recycling and thus cannot put more emphasis on their supply chain management. (*“In Froosh we fight many battles. We fight for trade and not just aid. We have something about ‘stop food waste (...) So there is so many areas in which we constantly fight for the public to see that we need to improve. But it’s no use to enter all areas. We have to focus on what we are facing right now, so that’s also one of the reasons why,” p. 4, 19)*

Given Rise’s statements above, it is clear that Froosh perceives themselves as a small, but serious company that makes real efforts in order to help people in developing countries. They emphasize their ‘honestness’ and state no ulterior motives for doing CSR than creating awareness on the trade, not aid-dilemma and the positive effects of responsible trading. However, Rise’s statements also revealed that Froosh cuts corners when it comes to the more complex issues such as making sure that their supply chain fulfill the ethical requirements, which they brand themselves on. Froosh thus seems somewhat unrealistic in terms of operating as an actual sustainable business. Through the interview, it furthermore became apparent that Froosh is trying to implement a distinct stakeholder involvement-strategy in terms of their CSR (Morsing and Schultz, 2006) by committing themselves to having genuine involvement with all of their primary stakeholder groups and thus achieve multiple perspectives on their CSR in order to implement those initiatives that can provide the biggest sustainable impact. Froosh is seemingly very interested in knowing their stakeholders’ point of view and thus Froosh is in extensively open dialogue with the fruit farms, they have ongoing communication with their customers, the consumers and their business partners, and they, albeit it is in an unconventional and unstructured manner, communicate internally with their employees. The lacking strategies and the fact that Froosh communicates extensively through the intermediaries

could however indicate that the stakeholder communication is not the symmetric two-way communication that Rise sets it up to be. In order to examine the potential issues that the interview with Froosh has raised, the analysis will now contrast Froosh' perception with the stakeholder perception of the CSR and CSR-communication in Froosh.

### 5.1.2 The employees

When conducting the interview with Froosh employee Erika Regner, it became apparent that her perception of the CSR and CSR-communication in Froosh was very similar, almost identical, to that of Froosh. (i.e. Anna Rise) As already explained, this interview and the presented statements is not unbiased and I thus cannot completely discard the fact that there may exist some internal issues between Froosh and its employees that are not brought up in this interview. The interview does however serve the purpose of supporting and further highlighting how Froosh's employees, and thus by extension Froosh, perceive their CSR.

According to Regner, the working atmosphere Froosh is very open and informal. They have daily communication across the Danish and Swedish organization through meetings, e-mail, Skype, telephone and so forth. (*'We're Skyping or talking through the phone every day and we email all the time.'* pp. 1, l. 23) The employees are primarily working individually, but always in very close collaboration with one another. (*'It's pretty small.. It's twelve people in the Stockholm-office and in total with the sales forces it's about twenty people. So people are working very together, but individually.'* pp. 2, l. 13) Overall, she defines Froosh as a fun place to work, where they are free to determine the best approach without having to work based on an already pre-defined 'framework', which in others words mean that they have no internal working procedures. (*'It's a lot of responsibilities, but also a lot of freedom to try and communicate our message wherever we find suitable. So it's not like we have a framework that we have to go through.'*, pp. 2, l. 4) When digging more into that and asking how Froosh then ensure uniformity in their internal working procedures e.g. in terms of having uniform external CSR-communication, Regner highlighted that letting the employees learn for themselves on the fruit farms is the best way to do it as the employees then become genuine ambassadors for Froosh and the message that Froosh is trying to make. (*'That's kind of a risk we're taking. When we are inviting all of our staff to go in these trips, then the problem solves itself. (...) They believe in what they see. No one has to tell them. And once they are back from these trips, they are automatically ambassadors for the company and the*

*company's CSR agenda. So that's our strategy: Send out our staff and let them see for themselves", pp. 4, l. 8)*

This is a reoccurring theme, which also appear in regards to the internal CSR-communication in Froosh. When asked how CSR is communicated internally in Froosh, Erika does not mention strategies with a single word. Instead she highlights that every employee in the organization gets to go on a free trip to one of the fruit farms in order to see and learn about CSR for themselves, but she also explains that the employees to a large extent use Froosh's publicly available external material, when dealing with CSR. (*"Everyone who works in Froosh is welcome to join a fruit farm trip (...) That was kind of a request from many of our employees like 'how do we communicate 'trade, not aid' in like a minut?' So what we did was that we created this animation movie for our employees to show it to our clients."*, pp. 3, l. 3) When asked more specifically if Froosh did not have a specific CSR-strategy in order to ensure uniform procedures across the entire organization, the answer was an unequivocal no. According to Regner, written CSR-strategies result in too formalized conduct as they are often decided on a higher level and then forced top-down on the employees. (*"We're truly not believing in having a CSR-strategy that forces a certain... ehm.. what do you call it? A certain formalia. Usually those are something that has been decided on a higher level and we need to have something that is CSR 'just because'."*, pp. 3, l. 27) Instead, CSR is about how Froosh can give back to the local communities in developing countries and about doing good because you want to, not because someone says you have to. (*"So to define CSR for me, it is very much about how can this company to its best efforts make a difference. And also surely believing in this difference. I really don't believe in that type of CSR who donates money to difference causes just because they have to 'tick it off' on their paper."*, pp. 2, l. 20)

As the interview up until now had focused on Erika Regner being an employee and thus a stakeholder in Froosh, more general questions about Froosh followed in order to verify the information that Anna Rise had given previously, but also in order to examine if there were any potential discrepancies between Froosh's perception and the employees' perception of the CSR. Rise's and Regner's responses to the questions were however strikingly similar. Regner e.g. stated that Froosh is very invested in their primary stakeholders, namely their suppliers (i.e. the intermediary) and the fruit farms. She stated that there is a very close relationship with constant open dialogue between both Froosh and the fruit farms, but also between Froosh and the suppliers. (*"We have a pretty close relationship to the fruit farms, so we are very open with the work we do and we share all the attention, we get from doing these trips. (...) And the same goes for our*

*suppliers and for the suppliers who are most interested, we have the same dialogue.” (pp. 5)”, pp. 4, l. 29 and pp. 5, l. 5)* In addition to that, Regner furthermore elaborated on some of the issues that was noted during the interview with Froosh. She e.g. went more into details about their communication with the fruit farms. As she explains, the initial contact is set up through the intermediary. (*“We have found our fruit farms through our suppliers.”, pp. 5, l. 10*) Once the contact is established, Froosh will communicate with the fruit farm through e-mails with one specific contact person on each fruit farm and then relies on that particular contact person to pass along the messages to those that need to know. (*“We have different kinds of contact persons in the different farms. Interviewer: And then they make sure to pass it (re: the message) along or? Erika: Exactly.”, pp. 5, l. 18*) When asked how Froosh then ensure that their CSR-communication in terms of how their products should be and how the product process should work is fulfilled in practice across such a large supply chain, Regner verified that Froosh has no strategies for supply chain management. No quality control, no audits, no reporting. In other words, Froosh has no way to know whether the criteria, which they are branding themselves on (i.e ethically grown good-quality fruit from sustainable fruit farms in developing countries) is met in reality. (*“No, we don’t. (...) How we ensure that is that we make the recipes with fruit that are growing in tropical countries. That’s how we ensure from our end that 50% of the fruit comes from developing countries. (...) We don’t believe in reporting or in being the big Western company going down to Africa or Southern-America and say ‘hey, this is the way it should be’. (...) We are not there to judge. We are not there to control. We don’t do any reporting.”, pp. 5, l. 25 and pp. 6, l. 20*) When digging a bit deeper into that, Regner similarly to Rise stated that Froosh instead is relying on their suppliers in choosing the ‘right’ fruit farms, when buying the fruit that ultimately ends up in a Froosh smoothie. (*“Well yeah, but that’s where we are relying on our suppliers. That they are buying ethically grown fruit... that they ensure that it’s not shy labor or stuff like that.” pp. 6, l. 15*)

Given Regner’s statements, the CSR-communication between Froosh and its employees is seemingly open, informal and free flowing between the different departments. They work without predefined boundaries, which inspire the employees to work both innovatory and more effectively. The employees are furthermore very involved in co-constructing Froosh’s CSR-efforts, which reflects that Froosh in fact do employ the stakeholder involvement-strategy in terms of the employees. In the light of Regner’s statements, Froosh’s own perception of their CSR and their stakeholder involvement is however both supported and overthrown. On the one hand, Regner made many similar statements about Froosh’s CSR and CSR-communication, which to some extent

strengthens the authenticity of those statements. On the other hand, she provided more details on already mentioned issues in Froosh e.g. the unconventional approach to strategies and CSR-communication, which acts as a foil to the preliminary perception of Froosh having successful CSR-communication and CSR-practices. In order to gain additional perspectives on those issues, the analysis will now present some more contrasting stakeholder perceptions in Froosh starting with the perspective of the fruit farms.

### 5.1.3 The fruit farms

At the beginning of the interview, africaJUICE stated very similar ideas of what CSR is and how successful implementation of CSR-efforts can be an essential part of making actual sustainable impact in developing countries. As africaJUICE furthermore not only harvest and sell their own passion fruit- and mango purée to Froosh's intermediary, but also buy fruit from small local farmers and resell it (*"So we purchase fruit from local farmers, we process them and then we sell them either locally or export them."*, pp. 3, l. 24), africaJUICE takes part in both sides of the buying/selling process, which provide them with a multidimensional perspective on supply chain management. (*"Traditionally, people look at corporate social responsibility as something you have to do and it's just something that costs you money. In reality and in our philosophy, if you really structure your business right and really from the start take social and environmental aspects into account, you can actually create more shared value as well. (...) We work with local farmers and we try and make them an inclusive part in our value chain, so they basically can improve the crops they are working with and they can improve their production and their income. (...) We would like to ultimately create a situation where the community is almost empowered to make their own decisions"*, pp. 1, l. 25) It is thus clear that africaJUICE to some extent agree with Froosh's perception of CSR in terms of actively involving those from which you source in order to really understand their point of view and how your business can make sustainable development for that particular farmer or local community. africaJUICE furthermore indirectly supports Froosh's 'trade, not aid'-mission as Harry van Neer (CEO of africaJUICE) explains that many farmers or local communities in developing countries have been used to this 'safety net' of having NGO's help them in their time of need for so long that they have a very hard time providing for themselves and making the 'right' decisions in terms of long-term sustainable choices. (*"What we found is that... (...) the communities weren't actually necessarily ready to work in that kind of way because of what people have been used to (...) They were used to that if something went wrong, someone would*

*come and help them get food or give them some money. (...) We try and be a bit more innovative about our CSR and really be a sustainable business that works with communities and create opportunities for people to become their own... to determine their own destiny. And not be dependent upon a company's CSR policies, but ehm... We're not there yet.*", pp. 3, l. 2) However, this is where the similarities between Froosh's and africaJUICE's perception of CSR, CSR-communication and sustainable development come to an end.

As already mentioned, africaJUICE is not selling directly to Froosh, but through a German intermediary. (*'We don't sell directly to Froosh, we sell to... basically, a German company that delivers to Froosh. (...) They (re: Froosh) will buy that fruit mix ready to go and they then bottle it.*", pp. 4, l. 11) Unlike Froosh that does not have any specific strategies, africaJUICE has some very specific guidelines for i.a. quality control, auditing and their Fairtrade certification despite being an even smaller company than Froosh. (*'You need to meet some quality standards. (...) In our case, this is for example the Fairtrade organization. They come to our facilities, our plantations, our factory and basically do an audit and then they give us a certificate. (...) But our clients themselves (...) they also come (...) and do their own audits.*", pp. 4, l. 22) As van Neer explains here, their clients (e.g. the intermediary) conduct audits on their farm and in the factory. In the light of Anna Rise's and Erika Regner's statements about Froosh relying on their suppliers in choosing the 'right' fruit farms, this is positive as it provides some control of Froosh's supply chain. It however seems fair to assume that other small companies in developing countries may not be as well-functioning as africaJUICE and thus when Froosh is not conducting their own audits, it is impossible for them to be completely sure of the conditions under which their products are being produced. Additionally, when considering that Froosh do have companies like africaJUICE in their supply chain, which seemingly have a well-established, well-functioning and transparent production process, which on top of that already is Fairtrade certified, it is difficult to understand why Froosh does not seize that opportunity, put in the extra effort and improve their own supply chain and strategies or perhaps even use the Fairtrade certification more effectively as a part of their branding. As an illustration, van Neer provides an example of one of africaJUICE's ultimate customers that unlike Froosh make actual efforts to oversee their supply chain and use their resources in a way that also help the small suppliers. (*'I don't think Froosh really gives a toss whether we are Fairtrade certified or not... (...) If you for instance look at Unilever that also is one of our direct customers, they very much oversee that all of the ingredients they source come from sustainable sources (...) They are using existing criteria (...) but they are also looking at their own internal*

*requirements of quality and the quality is not just about 'oh, it's a nice piece of fruit or juice'. It's also about 'how did that juice come about? how are the workers treated? how is the environment treated?' So in that respect, Froosh doesn't do any of that.*", pp. 6, l. 14)

In order to dig a bit more into the stakeholder relations between africaJUICE, the German intermediary and Froosh as well as the extent to which africaJUICE interact with the intermediary or directly with Froosh, the question were first about the relationship and the communication between africaJUICE and the intermediary. van Neer explains that the communication is very open as both parties are interested in africaJUICE doing well. (*'We have a very open communication with them (re: the intermediary) about ultimately making sure that we are successful. (...) They are interested in our products, but they realize that if we have technical problems or if we don't work well, ultimately they have a problem as well because they don't get quality products or they don't get the right volume. (...) We have a much more intimate relationship with our client than typically'*", pp. 5, l. 1) In contrast, when asked about africaJUICE's communication with Froosh, van Neer reveals that africaJUICE has no direct communication with Froosh except from two occasions within the last five years, where Froosh organized a trip to their fruit farm. This is despite the fact that, according to van Neer, both Froosh and the stakeholders in africaJUICE (i.e. the employees, the small local farmers and the local community) would benefit from seeing how 'their' fruit becomes a finalized product. (*'We do have some direct communication with Froosh, but that's only really related to organizing Froosh's visits to our plantation and our factory. (...) They've been here twice in the last five years, I think (...) Of course, we facilitate that because we want to have a good relationship with our ultimate clients. We also think from our side that it is important that our stakeholders being our employees or our suppliers or even the local community, that they see what ultimately happens to those fruits that are harvested here in Ethiopia. So we also see benefits for ourselves, but that's the limit of the communication we have with Froosh. (...) Once they leave, we don't have communication with them.'*", pp. 5, l. 10) Anna Rise and Erika Regner unambiguously stated that Froosh's constant dialogue with the fruit farms was one of the most important aspects, which is also clearly communicated in their external CSR-material (see example from Froosh's 'fruit on a mission'-coffee book in Appendix C.2). However, in reality the communication is practically non-existing, which became even more apparent when van Neer was asked to give further details on Froosh's two visits. He remarked that many of the workers in africaJUICE does not remember Froosh's visits and they are, more importantly, not receiving any feedback in terms of what Froosh thought of the visit. An otherwise easily amended issue that would create further value

for both africaJUICE and Froosh. (*'Say they been here twice in the last five years. (...) Some people remembered, other people said 'oh, were they here? I didn't know. Okay, fine.' So, it's like... It's almost like they're 'dipping in' and completely 'dipping out' and maybe that's just the way they do it, but maybe it could be an opportunity for us AND for Froosh to maintain a more free communication (...) Because if Froosh would for instance think of a way to communicate back to us (...) if Froosh would feedback something (...) that would potentially be more valuable. Surely it would create value for us and for our employees and communities, but it may overall help them as well because they would be more known here.*", pp. 8, l. 28)

These gaps between how africaJUICE and Froosh perceive Froosh's approach to CSR and stakeholder communication continues as the questions move on to Froosh's approach to doing sustainable business in developing countries. van Neer remarks that Froosh's approach to sustainability is way too simplistic as trading with developing countries does not ensure real sustainable development in developing countries. A valid statement considering that solely trading with developing countries is no different from capitalism, which questions how Froosh then ensures actual sustainable development as opposed to pure capitalism. van Neer acknowledges that this simplistic approach probably works for Froosh right now because of their catchy design and effective use of social media. (*'Froosh's approach to sustainability is greatly simplistic because you can't say 'I do good things because I source from a developing country'. That is very simplistic, but on the other hand, I also recognize that for them as a business that message is probably working for the moment. (...) It's all great and from a marketing perspective it works very well, but in reality (...) a lot of products sourced from developing countries actually don't do anything really for developing countries*", pp. 6, l. 27), but in order to be socially responsible and make real sustainable impact in developing countries, Froosh must change their perception of their value chain and start focusing on sharing the value of their products equally with their stakeholders. (*'The value chain needs to be seriously looked at (...) If you would look at how much margin we would generate and ultimately how much margin the local farmer makes from this small hektar of land and to the risk that that person takes or that we take and say compare it to the margin that Froosh makes and the risk they take, I think there's a discrepancy (...) What really would bring sustainability is if the value is more fairly shared across the value chain, because that could really empower everyone to ultimately make their own better decisions. But at the moment, the value is not fairly shared.*", pp. 7, l. 23) A striking contrast considering Anna Rise's statement on the fruit farms not being interested in acknowledgement and a share of the positive attention. van Neer furthermore questions Froosh's

entire sourcing practice in which Froosh is non-committed to using specific suppliers in order to ensure a constant supply. He explains that Froosh has nothing to worry about in terms of having a constant supply and that their excuse for doing it that way hinders actual sustainable development. (*‘If the farmers, for whatever reason, can’t supply, we will supply you. (...) So what Froosh is basically saying is that the insecurity of their supply forces them to be more flexible and don’t commit, but the flip-side of that is that the non-commitment increases the insecurity of the supply. (...) If you don’t make your supply chain more stabile and more inclusive, they stay instabile.’*, pp. 11, l. 7) Instead Froosh should try to improve those instabilities in their supply chain by making real commitments to their ultimate suppliers (i.e. the fruit farmers) as that would create the needed capital to make decisions at a local level, which then would have an actual positive impact on the workers, the farmers and the local communities in developing countries. (*‘We don’t have a long-term contract, because of the differences in price and no-one wants to commit to price (...) What would help our value chain all the way back to the local farmers was if there were a bit more stability. If we know that we can have so much volume of juice sold at this price over the coming three years, then that’s when decisions can be made to accommodated our investments or the local farmers. (...) Then that farmer with that capital could become a farmer that earns \$5000-8000 per year and suddenly their world is completely transformed. (...) There’s lots of ways the whole value chain can potentially work better, but it ultimately requires a commitment from companies like Froosh.’*, pp. 10, l. 10)

In the light of van Neer’s remarks and points of criticism in terms of Froosh’s CSR and CSR-communication as well as their general approach to doing sustainable development, a perception gap begin to appear. africaJUICE perceives Froosh’s approach to doing CSR and making sustainable development as way too simplistic and thus a gap exist. Froosh furthermore claims to be in open, constant dialogue with the fruit farms and further highlight africaJUICE in their ‘fruit on a mission’-coffee book (see Appendix C.2), but that is not consistent with africaJUICE’s perception either. Considering africaJUICE’s statements, I argue that while Froosh believes to be employing a stakeholder involvement-strategy when communicating their CSR to the fruit farms, Froosh instead is employing a stakeholder information-strategy. There is generally no direct communication between Froosh and africaJUICE, but there is more importantly no dialogue or co-constructing of Froosh’s CSR-efforts, which otherwise would be beneficial as it seems fair to assume that a local company like africaJUICE would know which potential CSR-initiatives would be most useful in developing countries. There is no sense-giving/sense-making exchange and overall, the relationship

between Froosh and an otherwise important stakeholder is practically non-existing. In two specific cases, Froosh visited africaJUICE and thus the internal planning of the visits improved the communication between them. This would to some extent disassociate the communication from a pure stakeholder information-strategy in which the company just provides CSR-information to their stakeholders without intending a response. However, I argue that those two occasions are single occurrences and thus highly unrepresentative of the stakeholder relations between Froosh and africaJUICE. As this is the only point in the stakeholder information-strategy that is not completely accurate and while building on the premises that africaJUICE is representative for the entire fruit farm stakeholder group in Froosh, I can conclude that multiple perception gaps exist between Froosh and the fruit farms in terms of Froosh' CSR, CSR-communication and their approach to sustainability.

#### 5.1.4 The customers

As I have now added one critical perspective on how the stakeholder perception in Froosh is different from Froosh's own perception, the analysis will proceed to the interview with 7-Eleven, which represents the customer stakeholder group in Froosh. In here, the interview will support some of the issues brought up by africaJUICE, while also stating some issues existing between Froosh and their customers.

When asking Camilla Kynde (Head of Beverages in 7-Eleven, Denmark) to define the relationship between 7-Eleven and Froosh, she lingered a bit around the question, but then remarked that their relationship is good and that she did not have anything negative to say about Froosh. (*'Well, I think we have a good relationship with Froosh. I have nothing negative to say about that.'*, pp. 1, l. 5) A positive starting point that however changed as the interview proceeded. As Froosh is a very small supplier for 7-Eleven, which only contributes to about 1% of their overall beverage sale (*'We would of course be sad to do without their products, but Froosh is a very small supplier for us. (...) It's difficult for me to put a specific number on it (re: the sale of Froosh products), but it's not much. (...) Below 1%, maybe'*, pp. 1, l. 9), one might fairly assume that the communication and the relationship between Froosh and 7-Eleven is limited. However, when asked about 7-Eleven's communication with Froosh, Kynde remarked that she both e-mails and calls them, if there is something she wishes to discuss. (*'Well, it depends on what's it's about. (...) If it's smaller things, e.g. whether we should do a new marketing initiative, then I would e-mail them. But if it's more*

*serious or urgent matters, e.g. if their sales numbers were too low (...) I would call them.*”, pp. 2, l. 9) Given Kynde’s statement on having two-way communication with Froosh, it thus seemed fair to assume that they had a mutually beneficial relationship, where both companies openly and actively engaged in initiatives that would boost the sale and thus create profit for both parties, while also co-constructing Froosh’s CSR e.g. in terms of how to communicate their CSR to the consumers. However, when inquiring more details on Kynde’s statements about the CSR-communication, it became apparent that Froosh no longer contributes to maintaining the previously good relationship between Froosh and 7-Eleven and nor do they live up to Kynde’s expectations in terms of their CSR-communication and marketing efforts. She i.a. stated that Froosh have been very disengaged in doing any marketing initiatives with 7-Eleven, which otherwise would boost the sale and ‘hype’ the products. (*‘If I’m being completely honest, then I would say that they have been a bit indifferent lately. (...) I tried to contact Anna a while back to discuss if we should do something (re: marketing) together. (...) But honestly, they don’t seem particularly proactive in terms of doing anything. At least, not with us.*”, pp. 2, l. 16) Kynde furthermore remarked that Froosh due to their marketing contract can advertise and communicate the CSR completely free of charge on 7-Eleven’s facebook site, which have over 100,000 members and thus questions why Froosh is not using that opportunity. (*‘And I’m actually surprised by that, because it doesn’t cost them anything. (...) As part of these marketing agreements that we do, Froosh can free of charge do advertising on 7-Eleven’s facebook page. And we have over 100.000 ‘likes’, so I’m wondering why they don’t use that opportunity.*”, pp. 2, l. 24) She furthermore stated that Froosh in the past were very proactive in terms of doing marketing initiatives with 7-Eleven, but now it seems like they are losing their grip on the smoothie market. (*‘A few years ago, we had more marketing initiatives. We i.a. had a competition, where you could win a trip to a fruit farm. (...) I think that worked really well...*”, pp. 3, l. 2) According to Kynde, this lacking interaction is not due to dissatisfaction from neither Froosh nor 7-Eleven, but probably due to time constraints as both she and Froosh are very busy with other things as well. (*‘Froosh hasn’t sought us out to improve that. I think... maybe it’s due to time constraints. (...) I don’t just sit around and think ‘well, who should I call today to see if we should do something together?’*”, pp. 3, l. 7) The previously frequent communication between 7-Eleven and Froosh is thus currently non-existing.

When asked if 7-Eleven considers Froosh’s supply chain management e.g. in regards to knowing that the products are being produced under decent working conditions, the answer was no. 7-Eleven cares about the quality maintaining a certain standard, but that is about it. She did however highlight

that if Froosh were to care more about certification or other more ‘tangible assets’, which would strengthen their CSR, it would facilitate the ways 7-Eleven could advertise Froosh in the future. (*‘It would only benefit the sale and the way that we can advertise them, if they devoted themselves more to e.g. certification, Fairtrade and similar things that they could brand themselves on.’*, pp. 4, l. 8) As already stated, Kynde believes that Froosh is losing their grip and in order to regain positive attention, Froosh needs to be more successful in terms of their external CSR-communication. According to her, they need some kind of re-branding or re-launch in order to put themselves back on the map. (*‘They (re: Froosh) could use a boost or a re-branding or a launch of a new product eller something like that... Something that will ‘pay off’ more than what they are experiencing right now. You know, something that would create positive attention towards Froosh again.’*, pp. 3, l. 12) She remarked that Froosh is not good enough at communicating their CSR and their brand externally and stated that while she may know what Froosh stands for, she seriously questions whether the consumers perceive Froosh’s CSR and CSR-communication as intended. (*‘I will actually go as far as saying that they need a stronger profil and better external communication in terms of their sustainability and their products in order to do well on the market. (...) I understand what Froosh stands for, but I’m not sure whether the ultimate user (re: consumers) understands Froosh’s image in the way that it’s intended. Because if they (re: Froosh) don’t do any marketing initiatives to get to the ultimate user’s attention, then it’s only the product packaging that they (re: the consumers) see. And our customers won’t notice that among 50 other products.’*, pp. 4, l. 11) An interesting question that will be further examined in the next subsection regarding the consumers’ perception of Froosh.

As with africaJUICE, Kyndes’s statements present further discrepancies in terms of how Froosh and the stakeholders perceive the CSR and the CSR-communication in Froosh. 7-Eleven does not perceive Froosh as being particularly engaged in communicating their CSR in spite of having access to several marketing tools. As 7-Eleven represents just one of Froosh’s customers, the amount of potential marketing platforms in which Froosh could communicate their CSR is even greater and thus it seems illogical that Froosh does not seize any of those opportunities if they were truly committed to creating awareness on how Froosh’s CSR-efforts make an actual sustainable impact in developing countries.

While Anna Rise stated that Froosh perceives themselves to be very participative with their customers in order to get their point of view, Kynde’s statements expressed a differing stakeholder perception. I argue that Froosh employ a stakeholder response-strategy when communicating their

CSR to 7-Eleven, because even though the communication is extremely limited and currently non-existing, which otherwise would make it most similar to the stakeholder information-strategy, 7-Eleven has had real two-communication with Froosh in the past. They collaborated on marketing initiatives and furthermore gave feedback on ongoing marketing initiatives and Froosh's external CSR-communication. 7-Eleven's role was thus to respond to Froosh's CSR-efforts as opposed to taking actively part in co-constructing them (i.e. stakeholder involvement-strategy) or just receiving public information. (i.e. stakeholder information-strategy) However, because Froosh is such a small and almost insignificant supplier for 7-Eleven, neither 7-Eleven nor Froosh have the incentive to maintain the stakeholder relation. Whether the stakeholder response-strategy would be more or less fitting in describing how Froosh communicate their CSR to their customers if examining another customer, I cannot say. It does seem fair to assume that Froosh might have some customers that are more important than others and thus make a bigger effort to include them on their CSR. Considering the statements given in this and the previous interview, a picture however begins to form of Froosh not being as involved with their primary stakeholders as they themselves believe. I therefore argue that the perception gap existing between Froosh and 7-Eleven is representative for the entire customer stakeholder group in Froosh.

#### 5.1.5 The consumers

As remarked in the above interview with Camilla Kynde, it is highly valid to question how the consumers actually perceive Froosh, their CSR and their CSR-communication. Consumers are everyday bombarded with products, advertisement and corporate branding, when stepping into a supermarket or even just when they are sitting at home watching television, browsing the web or reading a magazine. All these different aspects is something that the consumers relate to, when they are forced to choose between different products and brands. As Anna Rise stated in the first interview, Froosh conducts consumer surveys in order to get the consumers' point of view in terms of whether they know Froosh and whether the quality and the taste of the smoothies is to their liking. Froosh is furthermore very engaged in their social media sites (i.e. facebook, instagram and twitter), where there is direct communication between Froosh and the consumers, and thus Froosh perceive themselves to be actively involved with the consumer stakeholder group. However as the analysis will show, Froosh's perception is once again different from the stakeholder perception. In order to achieve primary data on the consumers' perception of Froosh's CSR, CSR-communication,

advertisement and products, a survey has been conducted to create some generalized findings. (see Appendix B for full survey and analysis hereof)

The survey for this thesis has respondents in all of the included age groups, but with a majority of people from 22-30 years old, which underpins the fact that Froosh's target audience is the younger segment. When the respondents were asked to express in words how they would describe Froosh's image (i.e. including potential CSR-attributions), there were a few negative associations, but mainly positive or neutral. 4 out of the 19 respondents described Froosh's image as being e.g. "boring and unappetizing" or associated it with things such as "cheap labor", while 7 out of the 19 respondents associated Froosh with more neutral things like "fruit" or "smoothie". There were however 8 out of the 19 respondents that had a general positive standpoint towards Froosh and associated their image with characteristics such as "healthy", "nutritious", "quality", "natural", "responsible" and "pure". The consumers' general perception of Froosh is thus positive, but not substantially CSR-related. The survey then proceeded to questions regarding Froosh's advertising. When asked whether the respondents had experienced any form of advertisement from Froosh, 14 out of 19 said no. The remaining 5 respondents stated that they had experienced advertisement from Froosh primarily on social media or on the streets. When asked how the ad made them feel, the answers were unanimously positive. Some were more positive than others ranging from "good" to "colourful, happy and inviting". The consumers' general perception of Froosh's advertising is thus good as well. However, the majority of consumers have never experienced any advertising from Froosh whatsoever, which indicates that Froosh has some problems in terms of reaching the consumers.

In relation to how the consumers' perceive Froosh's approach to communicating CSR to the consumers (i.e. social media, consumer surveys and product labeling), the respondents were to answer whether they found Froosh's communication channels to the consumers appealing and whether they found the communication channels adequate in getting the consumers' point of view. In regards to the first part of the question, the majority of the respondents took a positive view on Froosh's CSR-communication with the consumers and e.g. described Froosh's use of social media as being "easily accessible" and "an easy and good way to reach a wider audience". However, in terms of whether these communicative channels were sufficient in attaining the consumers' point of view, a bigger share of the respondents were hesitant. Now only 4 out of 19 remained positive, while the majority did not know and 5 out of the 19 expressed their disagreement. They e.g. remarked that while Froosh's use of social media may create direct CSR-communication with the

consumers, it only creates a link between Froosh and those consumers, who already know the brand and which are satisfied with Froosh's products. In addition here to, the respondents stated that consumer surveys are not representative in acquiring the consumers' point of view as it only includes a small segment of people. A statement that was further supported by the next question in which 100% of the respondents answered 'no' to have taken part in a consumer survey from Froosh.

Quite surprisingly seen in the light of the respondents' preliminary positive feedback towards Froosh, the majority of the respondents were not particularly interested in buying Froosh's products. When asked how often they bought products from Froosh, 8 out of 19 answered 'never'. Only two respondents answered 'monthly', while 7 respondents answered 'a few times a year' and two answered 'rarely'. The respondents' perception of Froosh thus have no real influence on whether or not they buy the products. Nevertheless, when asked directly about it, 42% (8 out of 19) answered 'yes' to Froosh's image (i.e. their CSR) influencing their buy. One respondent e.g. remarked that 'I want to choose something that I associate with good quality and responsible production'. However, the majority of respondents did support the hypothesis that Froosh's image has no effect on whether or not the consumers choose to buy the particular product and remarked that they cared more about the products' flavour, price, content and appearance. 'If it's good, I'll buy it regardless of the image'.

In order to sum up on the different 'themes' within the previous nine questions, the last question required the respondents to relate to a series of statements in which they were to select an answer within a scale ranging from 'highly disagree' to 'highly agree'. The majority of respondents unfortunately used the 'I don't know'-option, which suggests that the consumers in general do not know particularly much about Froosh or their CSR and thus they feel unable to relate to otherwise basic statements such as 'I associate Froosh with sustainability and corporate social responsibility'. If excluding the 'I don't know'-answers, there were however some noteworthy tendencies. In regards to whether the respondents associated Froosh with sustainability and corporate social responsibility, they were predominantly positive. 7 out of 19 answered that they either 'agreed to some extent' or 'highly agreed', while 8 out of the 19 respondents further agreed to perceiving Froosh's image and thus their CSR as credible. In terms of Froosh's advertising, the answers were more scattered. When asked whether Froosh's ads (i.e. Froosh's external CSR-communication) made them want to buy Froosh products, 20% answered 'highly agree' while 15% answered 'neither agree nor disagree' and 10% answered 'highly disagree'. In terms of

whether the respondents found Froosh's ads credible, the overall answers were slightly more positive with 25% answering either "agree to some extent" or "highly agree". Two of the questions in which the respondents also were mainly positive was related to Froosh's products. 11 out of 19 agreed to associating Froosh's products with high quality and 8 out of 19 stated that they were willing to pay extra for a Froosh product. In regards to Froosh's CSR-communication, the answers were once again mixed but slightly more towards the positive side. When asked if the respondents found Froosh's way of communicating their CSR to the consumers (i.e. through social media, consumer surveys and product labeling) suitable, 10% disagreed to some extent, 10% answered "neither agree nor disagree", 26% agreed to some extent and 5% highly agreed. The respondents were then further asked if they found this CSR-communication credible and here only 5% disagreed, while almost 37% agreed either fully or partially. The finalizing statement attempted to embody all of the preceding statements and was formulated: "I, all in all, perceive Froosh in a positive light". Here 10 out of the 19 respondents either agreed to some extent or highly agreed, while only one highly disagreed, one disagreed to some extent and one neither agreed nor disagreed.

Given the respondents' answers and remarks, I can conclude two things: The consumers included in this survey, which are representative for the average consumer, all in all perceive Froosh thus Froosh's CSR and CSR-communication positively. A substantial part of the respondents agreed either fully or partially to perceiving Froosh as having a credible CSR, while also having catchy and credible advertising, sufficient CSR-communication channels to the consumers and high quality products. However, it is quite remarkable that while Anna Rise previously stated that Froosh is highly participative with the consumers in order to get their point of view, up to 60% of the respondents answered "I don't know" in each of the ten questions. It indicates that while Froosh may have succeeded in communicating their CSR to some consumers, the majority of people do not know what Froosh stands for. A finding that further underpins Camilla Kynde's criticism of Froosh not being explicit enough in terms of external CSR-communication to the consumers.

While Froosh believes that they have actual involvement with the consumers, I argue that Froosh rather employ a stakeholder response-strategy as the consumers do not have a say in terms of co-constructing Froosh's CSR. Instead Froosh solely decides which CSR-efforts to carry out and then examines how the consumers respond to their CSR via consumer surveys, comments on social media and so forth. The opportunity of two-way communication between Froosh and the consumers does exist through e.g. Froosh's social media sites, which disassociates the communication from the

stakeholder information-strategy. However, whether this particular online communication is symmetric is highly questionable as such sites generally work as the companies' stage to communicate their CSR and not as a corporate tool to gain direct access to stakeholder perceptions. The online communication on Froosh's social media sites is furthermore not representative for the average consumer's perception of Froosh as it is often consumers that already have a favorable perception of Froosh that join these sites and thus the communication is biased.

To sum up, gaps between Froosh's and the consumers' perception of the CSR and CSR-communication in Froosh arises from this survey. Froosh believes that they are making an effort in order to get the consumers' point of view through two-way communication and furthermore believes that their external CSR-communication is properly understood by the consumers. The reality is however that the consumers are not involved in co-constructing Froosh's CSR-efforts and thus Froosh is not actively involved with the consumers, but rather observing the consumers' response to their CSR-efforts and CSR-communication. The consumers do furthermore not understand Froosh CSR-communication as intended and Froosh is not able to attain the consumers' point of view through their current communication practices. Multiple gaps thus exist between how Froosh's perceive their CSR and CSR-communication and the practical reality. When asking the consumers directly, they generally have a positive perception of Froosh and their CSR, and thus the perception gap is not as crucial as with e.g. the customers or the fruit farms. However, considering these mentioned gaps, especially the consumers' lacking understanding of Froosh and their CSR, it seems fair to question whether the consumers would remain positive if they acquired more in-depth information on Froosh.

#### 5.1.6 The business partners

The last of the five included stakeholder groups in this thesis is Froosh's business partners. In my interview with Anna Rise, she stated that Froosh's business partners are important stakeholders as well as the more traditional stakeholders and specifically mentioned DIEH. In order to get DIEH's perception on Froosh's CSR and CSR-communication, I interviewed Layanna Martin. (Head of Communication in DIEH)

When asked to describe DIEH and how they collaborate with businesses such as Froosh, Layanna remarked that they work as a facilitator that builds bridges between different organizations. (*"The way we describe ourselves is as the Danish alliance for ethical trading (...) We are working with*

*five member groups (re: businesses, NGO's, trade unions, public administrations and industry organizations), which we then gather around different issues and solutions within ethical trading.”, pp. 1, l. 3)* When asked to describe the relationship between DIEH and Froosh, she explained that Froosh only has been a member since October last year and they have therefore not engaged in many activities yet. (*“Well, Froosh hasn't been a member for very long. (...) They became a member in October or something like that (...) We have of course been in dialogue, but that's about the only event we have held in collaboration with Froosh.” (re: a lecture on 'trade, not aid' in november last year), pp. 1, l. 12)*)

In regards to the communication between Froosh and DIEH, Martin disclosed that DIEH does not have one-on-one communication with Froosh. (*“We do have a lot of members, so it's not like we're sitting one-on-one”, pp. 4, l. 23)* Instead the communication primarily occur through joint activities in DIEH, which Froosh is encouraged to participate in. Twice a year DIEH furthermore organizes a ‘member day’, where they call all the members and get a chat about what they think about DIEH and their membership. (*“Twice a year we hold a event called ‘Member Day’ (...) In advance, we send them an e-mail to let them know that we are calling on that date (...) and then we call them and have a chat about ‘how do you think it's going?’ (...) And then we of course have these different conferences (...) and sometimes we ask if they want to take part in a panel.” (...) So the annual ‘Member Day’, ad hoc meetings and via e-mail... or when we meet.”, pp. 8, l. 17)* The communication between Froosh and DIEH is thus seemingly two-way, but with a prevailing initiative from DIEH. However, while the communication may be two-way, it is highly asymmetrical. Martin e.g. stated that DIEH has no say in terms of Froosh's CSR. They can provide them with ideas, advice and solutions, but it is completely up to Froosh whether they choose to follow it. (*“We can say ‘we see that there's an issue here’ (...) We can't say to Froosh that ‘you have to do this and this’. (...) But we can of course call attention to potential issues and how to solve them.”, pp. 6, l. 9)* In the future, Froosh will be required to hand in an annual report to DIEH in terms of how they participate to ethical trading (*“We get our members to report us on an annual basis. (...) Last year we published a report for the first time (...) and it's sort of an indicator of ethical trading in Denmark, but based on our members' reports to us. (...) It's a reoccurring thing and Froosh will contribute to that too.”, pp. 3, l. 7)*), but reading between the lines it became clear that the relationship between Froosh and DIEH is highly perfunctory seeing that Froosh is just one of DIEH's many members, while the membership of DIEH is not a big priority for Froosh.

When asked about DIEH's perception of Froosh's approach to doing CSR and the gaps that had come up in the previous interviews, namely that Froosh is not making actual sustainable impact and furthermore rely on intermediaries to do the more complex work in developing countries, Martin explained that while she agrees with the long-term perspective of trade as opposed to aid, the complexity of operating in developing countries is so far-reaching that you cannot put it in black and white like that. (*'Trade is more long-term and that's what we are working along as well. (...) But I also want to say that it's super complex'*, pp. 10, l. 2) She remarked that many companies are forced to operate with big networks of intermediaries and ultimate suppliers to ensure a constant supply (*'I don't think you'll find many businesses that don't do it like that. And that's because you have to ensure a constant supply'*, pp. 5, l. 10) as it requires a serious long-term commitment from the companies and substantial resources to have internal employees working 'on the ground' in different developing countries instead of the intermediaries. (*'You need to have someone 'on the ground', who you can trust and who can facilitate these things (...) And it requires them (re: Froosh) to say 'we're in it for the long haul' (...) It's a long steady pull and they need to be prepared for that and they also need capital to back it up'*, pp. 11, l. 1) According to Martin, it is however possible to cut those 'unnecessary' parts of your supply chain away and thus ensure that the local communities get a bigger share of the value, which she strongly encouraged Froosh to consider doing. (*'COOP has a coffee roasting house, which they have established in Kenya in order to trade directly with farmers down there. And then you cut 25-125 lire of the supply chain and ultimately they can give the farmers a better price for their products (...) That in my opinion is development through trade. You know, where you say 'these expensive intermediary links, we need to get rid of those'*, pp. 7, l. 9)

Given the interview with Layanna Martin, it has become clear that while Anna Rise positioned DIEH as an equally important stakeholder in Froosh, the stakeholder relation between Froosh and DIEH is very limited. They interact in certain contexts (e.g. when joining the same conferences), but aside from that, Froosh has no actual commitments towards DIEH. Given Martin's statements, Froosh's approach to CSR and sustainability is questioned as she states that Froosh could do more in order to make an actual sustainable impact in developing countries, while also acknowledging the complexity and verifying that Froosh's business practices is common within the food industry. A gap between Froosh's and DIEH's perception of the CSR and CSR-communication in Froosh can thus not be said to exist as such. There do however exist a gap between how Froosh perceive their stakeholder relation to DIEH. Froosh does not employ a stakeholder involvement-strategy when

communicating their CSR to DIEH. Instead they rather employ a stakeholder response-strategy, because while the communication may be two-way, it is highly asymmetrical. DIEH can respond to Froosh's CSR-efforts, but they are in no position to participate or co-construct them and thus they are not actively involved as stakeholders. As explained with the costumer stakeholder group, one might argue that Froosh's lacking involvement with DIEH is due to the fact that DIEH is a less important business partner. Martin's remarks about Froosh's limited participation in DIEH is however supported by statements from both africaJUICE and 7-Eleven about Froosh's lacking engagement and therefore I can fairly assume that the findings within DIEH is representative for the entire business partner stakeholder group in Froosh as well.

## **5.2. Summary**

Through the above analysis of the five conducted interviews and the survey, many interesting findings have risen to the surface. After the first interview with Froosh, the initial impression of their CSR-efforts and CSR-communication was good. Despite not having any clear definition of CSR or sustainability, nor having any actual strategies for employing their CSR-efforts, managing their supply chain or ensuring uniform working procedures internally, Froosh's emphasis on integrity and sincerity as a company with an important political mission of creating awareness on sustainable development through trade with developing countries and through devoting attention to the local communities and farmers in poorer countries led me to believe that I would have a hard time finding any issues with their CSR or their CSR-communication.

Froosh believes that they are making actual sustainable development through their CSR-efforts, while also being actively involved with all of their primary stakeholder groups and thus employing a stakeholder involvement-strategy, but the findings of this analysis impair that notion. While Froosh and the employees have seemingly well-working communication and similar perceptions of the CSR in Froosh, numerous perception gaps between Froosh and the remaining stakeholder groups emerged, which hindered symmetric two-way CSR-communication. Especially the discrepancies between Froosh and africaJUICE is noteworthy as the supposedly intimate relationship with the fruit farms is one of Froosh's main selling points. The reality is however that Froosh underperforms in many ways. One, they lack serious commitment to the fruit farms, which hinders actual long-term sustainable development. Two, they have little to no communication with the fruit farms and instead communicate through an intermediary. Three, they state that the fruit

farms are not interested in being acknowledged and thus reap the majority of the positive attention and the created value themselves and thus again hinders actual sustainable development. Four, their approach to doing CSR and sustainable business is too simplistic. They cut corners and believe that their approach of doing ‘responsible trading’ will be enough to make an actual impact for local communities in developing countries. Aside from that, Froosh is not involved with the rest of the stakeholders either. Several of the stakeholders mention Froosh’s lacking dedication and commitment, which e.g. can be seen through Froosh’s indolence in terms of doing marketing initiatives, giving useful feedback to the fruit farms or improving their way of operating. They do not live up to their customers’ expectations, nor do they communicate with them in order to change status quo and they are furthermore unsuccessful in properly communicating their CSR to the consumers. In fact, Froosh only fulfill the requirements for having stakeholder involvement with one of their stakeholder groups (see matrix below), while the remaining stakeholder groups are given a lower priority and ‘utilized’ when it is an advantage for Froosh.

	The actual stakeholder communication-strategy employed by Froosh
Employees	Stakeholder involvement strategy
Fruit farms	Stakeholder information strategy
Customers	Stakeholder response strategy
Consumers	Stakeholder response strategy
Business partners	Stakeholder response strategy

**Figure 9:** Summary of the different approaches to stakeholder communication in Froosh (own making)

By the means of the findings in this analysis, I can first and foremost conclude that there are several gaps between how Froosh and their primary stakeholder groups perceive Froosh’s CSR and CSR-communication. Froosh’s perception of their CSR-communication is for example highly flawed as there exist no real two-way communication with the majority of the stakeholder groups. The lacking communication is however far from the only issue in Froosh and thus I can conclude that the extent to which Froosh’s CSR-communication correspond with their actual CSR-efforts is very limited, which categorizes them as being hypocritical. As multiple positions of hypocrisy exist, the following discussion will evaluate where Froosh is positioned upon the sincerity-hypocrisy continuum.

## 6. Discussion

Fassin and Beulens define hypocrisy as ‘‘a belief that a firm claims to be something that it is not’’. (Fassin and Beulens, 2007, pp. 2, l. 12) However, as the definition suggests, hypocrisy is a ‘fluffy’ subject that is difficult to accurately pinpoint or measure and is sometimes rather based upon a belief or a ‘feeling’ that a company is being hypocritical. Bearing that in mind, I will now present some points of reflection in terms of the hypocrisy existing in Froosh.

### 6.1 Where should Froosh be positioned in the hypocrisy-sincerity continuum?

As stated before, companies experience growing stakeholder demands for corporate social responsibility and thus increased external pressure, which is defined as a negative driver of CSR by Fassin and Beulens (2011). It seems fair to assume that Froosh is no different and therefore must experience some form of external pressure in terms of their CSR whether it be from their investors, the media or the consumers, which then acts as a negative driver of their CSR. When dealing with hypocrisy, profit making is also a frequent driver of CSR, but whether that is a driver in Froosh is however impossible for me to determine. Considering Froosh’s brand profile and their statements on CSR being a higher political mission, it seems fair to assume that they to some extent must believe in the benefits of doing CSR, albeit the findings from the analysis suggest that it may be limited. As I am not able to completely dismiss Froosh and state that their hypocrisy indicates a purely economic driver for engaging in CSR, their ‘mindset’ can be considered a positive driver of CSR. I therefore argue that Froosh has both positive and negative drivers of CSR. As argued by Buhmann (2006), the drivers tend to blur together and it is not uncommon for companies to have both positive and negative drivers. It is thus practically impossible to accurately determine Froosh’s underlying drivers and intentions for doing CSR. The statements from the interviews suggest that Froosh may be unrealistic and indolence in terms of their CSR, but nothing suggests that they are intentionally hypocritical.

By the means of the interviews and the findings from the analysis, the intensity of CSR-effort in Froosh is more easily determined than their intent and drivers. As already explained, several of the interviewees mentioned Froosh’s lacking involvement and commitment, which indicated a gap between Froosh’s proclaimed CSR and the actual CSR-efforts. Thus the intensity of effort is definitely not high. However, Froosh cannot be said to be doing nothing either. They do e.g. visit

the many fruit farms occasionally and participate in conferences and meetings in order to create awareness and attain more knowledge. They could potentially be engaging in further efforts that are not being publicly communicated as well, which of course would increase their intensity of effort, but considering their record of being very explicit about their CSR and not particularly proactive in terms of their CSR-efforts, it does not seem likely. As the intensity of CSR-effort in Froosh is not high nor non-existing, I argue that their effort is limited as opposed to medium. (i.e. realism in the continuum) My reasoning for making that distinction is due to what I would refer to as the perceived ‘weight’ of CSR-actions. While some CSR-actions require limited effort and therefore are more easily achieved, other actions require great effort and thus weigh heavier on the ‘intensity-scale’. I consider those CSR-efforts that Froosh does follow through on as part of the ‘less difficult-category’, while the more complex issues such as implementing efforts that create actual sustainable development in developing countries is downgraded. Thus I argue that the intensity of CSR-effort in Froosh is limited.

When looking at Froosh’s external material such as their corporate website (see Appendix C.3), their facebook site (see Appendix C.4) or their videos on YouTube, it becomes clear that Froosh purposely communicate their CSR-efforts in a very vocal manner. As stated in the interview with Froosh, the most important thing for them is supposedly to create awareness on sustainable development and they therefore utilize the different available communication platforms and communicate in a very simplistic, but vocal fashion. As previously mentioned, Froosh does however lack transparency and communication on certain CSR-issues such as their supply chain and thus only communicate the less complex CSR, which supports my preceding conclusion about Froosh cutting corners. Froosh can therefore not be said to have a high intensity of CSR-communication in all aspects, but considering the given examples above, I do however argue that the intensity in fact is most accurately described as high.

Based on Fassin and Beulens framework for categorizing hypocrisy, I have come to the conclusion that Froosh’s hypocrisy is a result of high intensity CSR-communication and low intensity CSR-effort. This combination excludes the more sincere moral positions in the continuum and leaves me with opportunism, hypocrisy and cynicism. However, these three positions all have solely negative intentions and drivers in terms of CSR and that is seemingly not the case with Froosh. I can of course not discard the fact the Froosh’s image of being into sustainable business could potentially be false, which would enable me to categorize them under one of these three moral positions, but I do not have any evidens for that either and therefore I will refrain from entering that discussion.

Given my evaluation of the hypocrisy in Froosh, I am not able to find an 100% accurate category and I therefore argue that Fassin and Beulens (2011) framework for evaluating hypocrisy is lacking an essential dimension, which could be named 'simplicism' or 'unrealism'. In this category, companies can have both negative and positive drivers, but the positive are predominant and thus they have high intensity CSR-communication as they genuinely believe in making these efforts. However, owing to an unrealistic and/or simplistic approach to CSR, they fail in implementing the more complex CSR-efforts properly and thus hypocrisy occurs. Without having concrete evidence aside from the statements expressed in the different interviews, which of course can be biased, I believe this to be the case in Froosh. They seemingly have good intentions and they do make some effort, but they are unrealistic in terms of the complexity that doing actual sustainable business and having actual stakeholder involvement entail. If accepting the premise that 'good' corporate hypocrisy in some cases can be aspirational and work as the first step to organizational change (Christensen, Morsing and Thyssen, 2013), Froosh could potentially use this as the first step to CSR-improvement. Considering the lacking stakeholder endorsement of Froosh's CSR in general, it however seems very unlikely to happen. As Froosh is probably not the only company operating in this way, it could be interesting to do further research on the scope of 'simplistic hypocrisy'.

As mentioned earlier on, it seems paradoxical that companies can have some degree of stakeholder involvement and still be hypocritical. However as the case of Froosh illustrates, it is not enough to be actively involved with only one of many stakeholder groups. In order to be genuinely sincere, when stating their CSR and stakeholder engagement, they must put in the required effort and incur in ongoing mutually beneficial dialogue and co-construction of their CSR-efforts with all of the primary stakeholder groups. By entering into dialogue with all of them, they furthermore ensure multiple perspectives and thus have a much better chance of succeeding with their CSR-efforts, avoiding potential gaps between their CSR-communication and CSR-efforts and making an actual sustainable impact in developing countries.

## **7. Conclusion**

The findings of this thesis suggest that the extent to which Froosh's CSR-communication correspond with their actual CSR-efforts is limited. Despite Froosh's seemingly strong emphasis on making actual sustainable developments through CSR, multiple issues complicate their achievement of successful CSR-initiatives. Froosh believes that they are actively engaged with all of the primary

stakeholders in order to get their point of view, which would be an advantage as CSR-initiatives that has been mutually constructed by the company and the stakeholders is generally more accepted. This is however not the case in reality as it is only the employees that are involved in co-constructing the CSR and CSR-communication in Froosh. The remaining stakeholders have limited direct communication with Froosh and thus a gap exists. Achieving successful CSR-initiatives in Froosh is further complicated by the perception gaps in terms of Froosh's approach to CSR and sustainability. While Froosh believes to be making real efforts in order to create sustainable development in developing countries, a general stakeholder perception exist of Froosh being not only uncommitted and indolence, but furthermore as having an unrealistic and too simplistic approach to CSR and sustainability. As Froosh also lack internal structure in terms of strategies for CSR, supply chain management and working procedures further complicates things and thus hinder the achievement of clearly communicated CSR both internally and externally.

Given the findings, Froosh is characterized is hypocritical as they have high intensity CSR-communication, but low intensity of CSR-effort. As Froosh's intentions and drivers of CSR is argued to be mixed, the theoretical framework was however unable to accurately describe the corporate hypocrisy existing in Froosh. By using the case of Froosh, the findings suggest that additional dimensions on corporate hypocrisy exist as companies can have good intentions for doing CSR and thus have high intensity CSR-communication, but owing to an unrealistic or even naive perception of the complexities that CSR and sustainability entail, CSR is not properly implemented and thus corporate hypocrisy occur. This thesis therefore argues that there is a theoretical gap on corporate hypocrisy, which needs further research.

In relation here to, it is important to bear in mind that having stakeholder involvement not necessarily safeguards against corporate hypocrisy as genuine stakeholder involvement entails actual dialogue and co-construction of the CSR with all of the primary stakeholders groups and not just a few. As Froosh believes to be genuinely involved with their stakeholders and thus gaining a multidimensional perspective on their CSR, they refrain from taking a necessary critical look at whether they actually meet the expectations and as Froosh's perceived stakeholder involvement unfortunately is far from reality, some degree of corporate hypocrisy is unavoidable.

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## Appendices

### Appendix A

#### A.1: Interview transcripts

##### **Anna Rise, Group Communication and Public Relations Director at Froosh**

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*The first five minutes of the interview is missing due to technical difficulties. However, this was primarily introduction and thus nothing relevant is missing.*

Anna (A): 'Fruit on a mission', det er navnet. Det er 'tag linen' for alt, hvad vi gør i forhold til at sende folk afsted på frugtplantager og lære omkring frugten, men også lære omkring hvordan det er trade og ikke så meget aid, som faktisk viser sig at være mest konstruktivt.

Interviewer (I): Okay. Har I noget internt materiale? Altså, nu ved jeg jo, at der ligger rigtig meget på nettet, men har I ikke også noget som I sender ud til jeres leverandører eller noget, I sådan internt?

A: Der er forskel. Du snakker om to forskellige ting. Hvis vi sender noget ud til vores leverandører, så er det jo ved at være eksternt. Internt, så snakker vi internt i organisationen.

I: Ja, nu tænker jeg begge dele.

A: Jamen selvfølgelig. Masser, masser. Men det interne, det holder vi jo internt. Det er jo mit og mine medarbejderes arbejde internt. Det er jo ikke noget, vi kommunikerer ud. Det er der ikke nogen grund til. Det er jo bare vores arbejdsgange og hvordan vi får det hele til at fungere. Det andet, det er i forhold til vores kunder. Der kommunikerer vi på alle mulige måder. Hvis vi har et samarbejde med dem, hvis vi har en kampagne f.eks., så har vi selvfølgelig den kontakt til dem omkring det. De har også fået vores bog. Jeg har lavet sådan en 'coffee table book'. Den får alle også. Vi har jo simpelthen så meget materiale, kan man sige... Har du også set TedEx'en og animation movie og?

I: Ja.

*(Anna viser forskelligt materiale inklusive den omtalte bog)*

A: Den her fortæller bare lige lidt om hvad vi laver. Den her, det er den fra november måned. Der havde vi en artikel omkring mit arbejde, kan man sige. Og den var i alle...

I: Ja, den har jeg godt læst også.

A: Og det var ligesom... Altså, princippet fra min side det er, alt hvad vi snakker om, det vil jeg ikke betale nogle penge for. Så det er ikke marketing. Så selvom vi har 'pack shots' (læs: billeder af produktet), så vil jeg stadig ikke betale noget for det. Så det skal kun være, hvis journalisterne synes det er så spændende, at de selv vælger at snakke om det ellers giver det ikke noget værdi for os. Vi vil aldrig betale os fra det.

I: Okay.

A: Det er ligesom noget, der holder på vores integritet, kan man sige.. Men heldigvis har det så vist sig, at de sidste par år får vi mere og mere presseomtale fordi folk synes det er mere og mere spændende.

I: Ja, okay.

A: Så lavede jeg den her (læs: bog) for to år siden, som er sådan en coffee table book, hvor vi både har lidt facts også, men så fortæller den historierne fra farmerne. Hvordan det har ændret deres liv fra Guatemala, Etiopien, Thailand og Malawi. Den fortæller os lidt omkring vores projekt og filosofien omkring 'trade, not aid'. Dengang kaldte jeg vores projekt for 'the power of fruit'. (griner). Nu hedder det 'fruit on a mission'.

A: Og så var det faktisk, at jeg indgik i et samarbejde med én af de otte virksomheder som Dansk Industri, de samarbejder med, sidste år omkring 'Women deliever'-konferencen og der fik vi en kæmpe udstilling og jeg fik lov til at fortælle omkring kvinder i Malawi med fokus på ernæringsrigtige kost som primære måltider på de her plantager. Det var simpelthen et led i en CSR aktivitet, som plantagerne havde igangsat og så var vi nede at fotografere og så kom det op på en fotoudstilling, der rejste rundt i hele Danmark det sidste halve år eller sådan noget. Og så fik jeg mulighed for at præsentere det for daværende udenrigsminister Kristian Jensen og Kronprinsessen et par gange også og så endte de med at lave også en bog og der står vores projekt i Malawi nævnt til allesidst - her. Den har jeg kun fem eksemplarer af, så den kan jeg desværre ikke give ud af. Men du kan lige sidde og bladre lidt i den. Og det er igen ikke noget, vi betaler for, men vi vil gerne give vores historier. Så den eksterne kommunikation i Danmark har primært været relativ succesfuld det sidste år. Vi har formået også at være på DR2, DR2 Morgen og P1-radioprogram og du ved... masser af forskellige ting, ikke?

I: Ja.

A: Og det er jo dét, vi gerne vil. Vi vil gerne ud med det politiske budskaber. Vi har været til Folkemødet også, ikke.

I: Ja, okay. Og det er sådan en bevidst strategi, at I gerne vil være sådan 'upfront' omkring alt det her med CSR?

A: Jamen, det er ikke CSR. Det er omkring en politisk mission omkring at skabe opmærksomhed på, at handel med udviklingslande, det er det vigtigste element i form af bæredygtig udvikling. Det er dét, der er det vigtige for os. At folk så kalder det CSR, fint for mig. Det er ikke vigtigt for mig.

I: Men vil du så ikke sige, at de (læs: stakeholders) forbinder Froosh med missionen eller hvad?

A: Det ville selvfølgelig være rigtig fint.

I: For det er vil ikke kun missionen i sig selv, men også at 'connecte' Froosh med ....

A: Det vil vores sælgere selvfølgelig mene. Det er da klart, at det giver ikke nogen anden mening. Men jeg er en.... Min baggrund er indenfor international politik og det vigtige for mig det er at skabe opmærksomhed omkring handel med udviklingslande og så er det jo fantastisk selvfølgelig, at Froosh er en del af det. Absolut, det ville jeg også være ærgerligt, hvis folk ikke så den 'connection', men det er vigtigere, at det er en højere mission det her.

I: Det er ikke bare kapitalisme? (griner)

A: Nej, det vil jeg bestemt ikke mene.

I: Nej okay. Ehm... Hvilken udvikling har du set i forhold til CSR igennem din tid her i Froosh?

A: Internt eller eksternt?

I: Begge dele.

A: Altså, internt er vi gået fra, at vi ikke gjorde noget til at vi begyndte at sende folk afsted til plantagerne til at vi har fået rigtig meget medieomtale til at vi engager os i politiske debatter til at vi holder alle de her foredrag og gæsteforelæsninger på universiteter og på konferencer. Så kæmpe udvikling dér. Og hvis det havde været sådan, så havde jeg ikke gjort mit job godt nok. (griner) Og i forhold til alle andre på CSR-området, så er det vigtigere og vigtigere områder og der er ikke nogle større virksomheder som ikke kan have en bevidst CSR-strategy. Det kræver både politikker og medier af dem, ikke?

I: Jo.

A: Men der er så stadig ting, der ikke er... hvad skal man sige... mere er sådan en 'tick boxing exercise' end det er decideret.... Men uanset hvad, så er vi på vej det rette sted hen. For tyve år siden var der ikke nogen, der snakkede om de her ting. Der var det ikke vigtigt, så...

I: Okay. Jeg har tænkt lidt over, at f.eks. 'Fruit on a mission' er I meget åbne omkring og så er der andre ting, som jeg tænker kunne være mere gennemsigtigt f.eks. jeres supply chain. Altså, at der f.eks. ikke står noget konkrete om hvor I får frugten fra. Jeg ved godt, at det er i Malawi og Etiopien og sådan noget, men der er ikke noget sådan "den og den leverandør".

A: Nej, nu skal du høre. Det er sådan, at når man køber så mange forskellige slags frugt som vi gør. Tag f.eks. den her, der kan du se... Prøv og se, hvor mange forskellige slags frugt, der er i. Og det er en af dem, med de færreste. Prøv at tage den der. Uanset hvad, nogle gange har vi op til 14 forskellige slags frugter og det er sådan, at en plantage gør så godt de overhovedet kan, men der kan ske dét, at der kommer en eller anden form for pest eller en form for bille. Det kan være, at der er dårlige vejrforhold eller det kan være, at der sker forskellige ting. Det sker jo desværre i verden rundt omkring og derfor kan vi ikke 'commite' os til at det SKAL være her, her og her fra. Vi har nogle suppliers som har et kæmpe netværk af plantager alle mulige forskellige steder, hvor de køber frugt fra, så derfor kan vi umuligt blive ved med at sige, at vi hele tiden vil købe derfra. Vi kan sige, at vi laver noget, der hedder 'preferencial agreements', hvor vi siger, at hvis de på nogen måde kan købe herfra, så vil vi foretrække at gøre det og så vil de (læs: suppliers) gøre det. Men du kan ikke gøre det på den anden måde, for så er det sådan noget 'direct trade' du er ude i og der skal du simpelthen være så stor og du skal kun have en appelsinjuice eller en æblejuice eller... Når du er en lillebitte virksomhed som vores, som har fjorten forskellige i syv forskellige smage, det kan du ikke gøre. Så vi gør det så godt, vi overhovedet kan. Så det vil være en fejl at gå ud og skrive på hjemmesiden, at den kommer lige præcis der og der og derfra. Vi kan sige, at vi højst sandsynligt.. Altså, jeg var i Guatemala i sidste uge og langt de fleste af vores bananer, dem køber vi igennem et bestemt firma dér. Det vil sige, at 99% så kommer de bananer, der er i vores smoothies herfra fra den her plantage. Det kan vi godt sige, men vi kan ikke være 100% sikre.

I: Nej, okay.

A: Så det er derfor. Derudover vil jeg også sige, at vi er... I Froosh har vi mange kampe. Vi har en kamp med at fokusere på handel og ikke kun give bistand. Vi har noget omkring 'stop food waste', så vi gør hvad vi kan for at sikre en lang holdbarhed samtidig med at vi ikke putter nogle konserveringsmidler i. Vi har glas for, at det skal være genanvendeligt, så vi har simpelthen så mange steder, hvor vi går ind og kæmper en kamp for at offentligheden skal se, at vi skal blive

bedre. Det nytter ikke noget, at vi går ind på alt. Vi er også nødt til at fokusere på det, der lige står overfor os, så det er også en af grundene.

I: Okay. CSR-kommunikation er det dig, der står for det?

A: Ja.

I: Okay. Jeg tænker bare hvilke overvejelser I har gjort jer i forhold til hvordan I gør det eksternt?

A: Først og fremmest handler det om bare at få noget opmærksomhed. Der var vi ikke ligeså kritiske, men man kan sige.. Det er klart lige nu passer DR2 Morgen og Børsen bedre til det emne, vi har end nogle andre, jeg ikke har lyst til at nævne. (griner) Fordi det kræver en vis form for... både politisk, sådan interesse og indsigt og vi vil gerne holde det på et vist sobert niveau for det synes vi, at vi skylder alle de plantager, vi samarbejder med fordi de ser os jo som deres talerør. De skal ikke fokusere på at lave kommunikation omkring hvor gode de er. De skal fokusere på bare at få klaret deres høst. Det er sådan noget, som vi i stedet kan gøre.

I: Okay, så hvordan ville beskrive kommunikationen imellem f.eks. jer og jeres suppliers? Nu siger du, at de er jeres talerør.

A: Nej, det er ikke vores suppliers. Vi kalder ikke farmerne vores suppliers. Når jeg siger suppliers, så mener jeg de mellemmand, som køber al frugten og som køber RIGTIG meget frugt til rigtige mange firmaer og så blander de det for os. Så siger vi, vi vil gerne have det sådan her.

I: Okay.

A: Så du mener hvordan er vores kommunikationen til plantagerne?

I: Ja.

A: Altså, fordi vi tager ned og besøger dem og vi har været nede og besøge dem 26 gange. Det er der ikke nogle andre firmaer, der gør. Vi tager ned og besøger dem. Vi tager ned og arbejder og lærer omkring processerne og bor på plantagerne. Bor i et gammelt 'guest house' eller hos nogle familier. Tager med ud og lærer alt hvad vi kan omkring det. Plus lærer omkring hvad det er plantagen gør i form af bygge skoler, sundhedsklinikker, veje osv. Det er en kæmpe kæmpe én-til-én kommunikation og det er dét, der gør at jeg kan komme hjem mandag morgen efter at have været i Guatemala og så kan jeg lige skrive til dem 'hey, hvad med dét? og hvor langt er I nået med dét?' og bla bla bla. Det er en 'connection' og en forbindelse, som jeg slet ikke kan se lige, altså... Og man kan sige.. for at du ligesom kan sætte det i perspektiv, så den plantage som vi har været nede og besøge nu her i Guatemala, der har jeg nok været nede 6-7 gange og der spurgte en af mine

medarbejder i sidste uge 'hvor mange besøgende har I her?', fordi de havde sådan en gæstebog. 'Jamen vi har bare Froosh. Vi har Anna, når hun kommer.' Altså.. Og så har de bygget et lille hus til at vi kan sove dér. Der er ikke nogen andre, der gør det. Det kan være, at der er nogen, der gør det én gang hver tredje år eller noget, fordi det har de lært, at det skal man gøre, men der er ikke nogen andre, der har sådan et projekt indeni det på den måde, kan man sige. Så den one-to-one kommunikation ikke bare med plantagearbejderne, men alle arbejderne derude og vi lærer omkring det hele, den er jo fuldstæn... altså, helt unik og sindssyg vigtig også for mig, at jeg ikke bliver kun sådan en, der står på et universitet og fortæller omkring vores politiske mission og hvor det hele bliver sådan lidt højtragende. Det er vigtigt for mig at komme ned og have jorden mellem fingrene og snakke med dem og blive ved med at føle 'hey, det her er faktisk rigtigt, det vi snakker om'.

I: Ja, men det kan jeg også godt sætte mig ind i. Og hvad så med jeres kunder? Hvordan kommunikerer I med dem?

A: Jamen det gør vi f.eks., når vi skal præsentere Froosh. Når vi skal sælge det ind. Så er det 'hey, en meget stor del af vores DNA, det er det her 'fruit on a mission.' Og det kommunikerer vi så meget, vi kan. Så kommer den ind dér og de får selvfølgelig en bog. Vi viser dem nogle film osv., så de forstår, at vi også har dét og så er det, at vi tager dem med på ture. Så tager vi enten nogle af deres medarbejdere... Vi laver måske en konkurrence, en salgs-konkurrence eller noget, hvor man så kan vinde en tur, så de også kan lære mere om det produkt, vi sælger. Det kan også være, at vi laver en forbrugerkonkurrence. Det er de også interesserede i. For så kommer der mere 'hype' omkring produkterne. Du ved... På den måde kan man gøre det på flere måder. Og så holder de jo også deres egne interne konferencer. Så holder de en stor konference, hvor alle deres medarbejdere kommer tre dage i træk og lærer om produkterne og fester om aftenen, og så kommer vi også og holder et oplæg dér. Så i stedet for kun at stå og snakke om hvor flotte og gode, vi er, så snakker vi også om omkring hvordan det er, man egentlig kan ændre verden.

I: Okay. I forhold til... Nu siger du, at I har kunderne og forbrugerne og plantagerne. Altså, vil du sige, at dét er jeres primære stakeholders eller er der nogen, vi har glemt?

A: Nej, så er der også samarbejdspartnere, som er f.eks. Dansk Industri, der har været en samarbejdspartner i forhold til det her projekt. (læs: bogen) Og Dansk Initiativ for Etisk Handel er jeg med i og går til møder og holder oplæg med dem... Ehm... Og så er der alle mulige... Lige nu laver jeg et projekt med en, der hedder Felicia XX i Sverige. Hun er fotograf og til slutningen af april tager vi til Guatamala igen og der er nogle forbrugere, der får lov til at komme med og så laver vi en workshop for kvinder, altså kvindelige farmere, hvor de skal lære at bruge kameraet og så skal

de... De billeder de har taget skal ligesom vise hvordan plantagen har ændret deres liv. Det bliver lavet om til en stor fotoudstilling i Stockholm. Hun er også en samarbejdspartner. Uffe Buchard var også en samarbejdspartner, da han var med. Brian Lykke var en samarbejdspartner, da han var med. Vi har virkelig mange samarbejdspartnere, som vi ligesom bruger til nogle af de ting, vi er fælles om. Kristian Jensen har også været en samarbejdspartner, du ved... Så.. Men dem har vi faktisk mange af... Bloggere og så videre også, ikke?

I: Ja. Men laver I også sådan noget som forbrugerundersøgelser, tilfredsundersøgelser og sådan noget for at få mere interaktion med jeres stakeholders?

A: Altså, snakker du om vores forbrugere eller? Vores stakeholders, det er jo alle.

I: Nu tænker jeg alle. Altså, der er nogle, der ville sige 'okay, nu har vi et produkt her og vi vil gerne vide, hvad vores ....

A: Altså, vi laver forbrugerundersøgelser, absolut. Og det gør vi omkring hele brandet. Altså, om de kender det, om de synes det smager godt og bla bla. Ja ja, det gør vi.

I: Okay og hvad bruger I så det til?

A: Jamen så bruger vi det til, at hvis det ikke er udbredt godt nok, så skal vi gøre noget mere ved det og så videre, ikke. Hvis der er nogle der ikke er så tilfredse... Men altså, generelt er folk ret tilfredse med vores produkt... Men ja ja, dem laver vi to gange om året.

I: Okay og laver I også det i forhold til jeres fruit farms?

A: Ét af spørgsmålene er om man hvad noget om det.

I: Okay, ja. Men jeg tænker også, om I f.eks. spørger plantagerne om de er glade for samarbejdet? Om det er noget, I kunne gøre bedre? Om det er noget ....

A: Selvfølgelig, vi har jo daglig kontakt. Det har jeg. Men hvis jeg begynder at sende dem et Excel-ark, så tror jeg de tænker 'hold nu op'. (griner)

I: (griner) Så det er mere sådan mundtligt.

A: Absolut. De er jo glade for de arbejde, vi gør. De ser jo os som deres reklamesøjle, kan man sige.. Så det er et meget tæt samarbejde, altså...

I: Ja og jeg kan godt se, hvad du mener med reklamesøjler, men hvis... og nu ved jeg ikke hvordan de tænker, men hvis jeg var en fruit plantageejer, som så jer som en reklamesøjle... Men der er jo ikke noget sted, hvor der står specifikt den plantage eller hans navn eller.. Hvordan... Hvad tænker du?

A: Nej, jamen det er jo... Det er en større ting, det her. Det er en større ting. Og vi siger heller ikke 'du skal kun købe Froosh'. Vi siger 'du skal købe frugt'.

I: (griner)

A: Jamen sådan er det altså. Den er en mission på et højere niveau, som vi allesammen indenfor frugtindustrien burde være en del af. Sådan skal du se det. Og hvis ikke man kan se det som, at dét giver en værdi, så skal man ikke være en del af det. Men det tror jeg nu nok, at de fleste kan heldigvis, ikke. Det er ikke vigtigt for dem, at det lige er dét navn, der kommer på. Det er vigtigt for dem, at nogle af de positive historier om at plantagerne faktisk kan ændre folks liv, at de kommer ud. For det er der ikke nogen, der snakker om. Det er i hvert fald ikke det medierne har talt om. De har nærmere sagt det modsatte. Før i tiden i hvert fald. Det har heldigvis ændret sig lidt.

I: Okay. Jeres supply chain.

A: Ja.

I: De forskellige trin i processen med at frugten bliver knust og det bliver fyldt på flasken og så videre. Kan du fortælle lidt mere om det? Altså, hvor de forskellige processer foregår? Hvor meget I er med i hvert trin eller hvad man kan sige...

A: Jeg kan fortælle det meget overordnet, men nu er jeg jo slet ikke i supply chain (læs: afdelingen), så der ville du skulle meget nødt spørge om deres tid, hvis det er dét, du har brug for. Men det jeg kan fortælle det er, at vi køber... Altså, frugten bliver købt fra... Mindst 50% skal være fra udviklingslande, ikke. Så bliver den skrællet, vasket, knust og varmet op 90 grader på plantagen. Altså, i en 'facility', som de har dernede. Det bliver så sendt i store poser... store dunke eller spande, kan man sige, op til Rotterdam i Holland. Der bliver det kørt til.... Vi har fire forskellige fabrikker lige nu i Sverige og i Østrig og i.. Tyskland, men primært i Sverige, ikke. Så bliver det kørt derhen til og så bliver det mixet med de forskellige slags frugt, vi har brug for at lave lige præcis den opskrift, de kommer på flaske, bliver lukket og 'sealet', så der ikke kommer luft ind og så kommer den hen til os.

I: Okay, super.

A: 'Hvorfor bliver den ikk fyldt på flaske nede i produktionslandene' kunne man så vælge at spørge.

I: Ja.

A: Og det er først fordi, at de findes ikke. Der findes ikke de fabrikker, desværre. Der er simpelthen ikke nogen, der har investeret i de fabrikker. Der findes Coca Cola flaske-fabrikker, men der

findes... Du kan ikke lave den der type dér. Det er rigtig rigtig meget, du ikke kan lave desværre i udviklingslande. Hvis man kunne, ville det være fantastisk at komme det derfra. En anden ting er rent 'environment'. miljømæssigt, så vejer det også meget mere og det tager mere plads, når det er i flasker, så det er faktisk bedre som rent miljømæssigt at købe dem i de store 'bottles', som vi gør.

I: Okay, så på plantagen er det plantage arbejderne, der laver det og så er det kun på jeres fabrikker...

A: Vi har ikke nogen fabrikker. Vi køber produkterne. Men ja...

I: Så Froosh er ikke med, som sådan... i de... altså, fra frugten bliver knust og til den bliver fyldt på flaske eller hvad?

A: Sådan kan du godt sige det. Vi har selvfølgelig fuldstændig styr på, hvad der sker og det skal være helt gennemsigtigt, men...

I: Men det er ikke jer, der gør det.

A: Nej og vi ejer ikke nogle fabrikker eller noget. Det, vi gør er, at vi styrer hele processen, kan man sige og så køber vi det færdige produkt.

I: Okay og hvordan styrer I processen? Altså, hvordan kan I være sikre på ...

A: Altså, det er supply chain. Vi har seks mennesker, der sidder 100% og arbejder med dét. Hele tiden.

I: Okay.

A: Nede og besøge dem (frugt plantagerne) hele tiden... (griner) Altså... Det er et stort arbejde. Men det er jo vildt vigtigt for os, at det fungerer fuldstændig efter den bog, som vi har skrevet fordi ellers ender vi med forskellige... Altså, ikke den rigtige opskrift og det ville være det værste for os. Vi går ikke ned på kvaliteten af frugten eller at opskriften skal være lige som den skal være. Det skal supply chain sørge for.

I: Ja og er der andre steder, der kunne opstå nogle uoverensstemmelser mellem hvad I kommunikerer og hvad der måske sker i praksis? Altså, nu siger du det der med supply chain at hvis nu, når det ikke er jer, der styrer det, så kan man ikke helgardere sig 100%.

A: Jamen altså... styre det... De (læs: suppliers) køber de frugter, de siger til os, at de gør, så vidt det overhovedet er muligt selvfølgelig for det kan være, at der sker noget i forhold til høsten, så... så.. hvad er det du siger? Om det er andre steder, hvor vi kommunikerer noget, som vi ikke gør?

I: Nej nej, men jeg tænker.. 'Fruit on a mission', hvis nu vi bare tager dét. Der siger I, at det der med trade, det er med til at skabe bæredygtig udvikling og vækst i udviklingslande. Hvis nu, at der var.. Lad os nu tage en hypotetisk situation og sige, at i nogle lande eller i nogle byer, så blev det ikke til dét. Så var der et eller andet 'gap' eller der var en eller anden udfordring. Har I en eller anden form for strategi for at sikre, at det I kommunikerer ud bliver gennemført?

A: Man kan sige... Den eneste måde vi kan gøre det er at blive ved med at besøge og lære mere hele tiden. Blive ved med at engagere sig i politiske debatter. Snak med NGO'erne. Hvis jeg står og siger et eller andet, hvor jeg har haft en oplevelse af, at en NGO'er har spændt ben for en plantage, jamen så snak med dem om det. Inviter dem med til diverse debatter, vi tager med til. Absolut. Så åben kommunikation som overhovedet mulig. Og det skal det være. Det er ikke en eller anden... Altså og der er sikkert også masser af NGO'er, der gør det rigtig godt og der er også nogle plantager, hvor det ikke altid går perfekt. Jeg har kun set gode ting, men jeg vil bare gerne have en dialog omkring det.

I: Ja. Jeg tænker bare, at der er nogle firmaer, der er meget sådan 'uh, så skal vi rapportere og vi skal virkelig holde øje' og det virker ikke som, at I ...

A: Det er en større politisk mission og vi har brug for at komme ud med ordet. Og ja, i forhold til rapportering og så videre, så vil jeg sige... Vi fokuserer på dét, der giver værdi. Og det føler jeg ikke altid, at det gør. Lad mig bare sige det sådan.

I: Okay. Jeg har læst mig frem til, at Froosh er ejet af et svensk moderselskab. Er det rigtigt?

A: Ja, sådan kan man godt sige det. Altså, Froosh AB. Som også er Froosh jo...

I: Okay, men kan du forklare lidt mere om det? For jeg kunne ikke rigtig sådan læse mig frem til ...

A: Det er bare... Det hedder bare... Det er Froosh i Sverige. Vi er ejet egentlig af Froosh i Sverige, men altså hovedkontoret er her og vi deler... Jeg er på det international kontor og vi deler kontor med danskerne.

I: Okay, så det er præcis det samme I laver?

A: Fuldstændig. Det er vores tætteste kollega. Det gør ingen forskel. Det skal du ikke tænke på.

I: Okay. (kigget igennem spørgsmålene) Altså, nu gennemgår du jo mange af mine spørgsmål. (griner)

A: (griner) Hvis der er noget bagefter, når du går igennem det hele og du føler, at du mangler noget, så skriver du bare til mig, ikke? Så kan vi bare tage den dér.

I: Ja tak.. Ehm... Altså, jeg kunne rigtig godt tænke mig, hvis det var muligt... Altså, nu synes jeg, at det var virkelig dejligt at få den her bog... og få noget... materiale. Noget håndgribeligt, man kan bruge. Men I har ikke andet?

A: Altså, hvis du googler, er der jo så meget. Og min assistent har sendt dig det seneste års pressemateriale. Så... Der burde virkelig ligge meget derude. Men Erika (læs: assistenten) har mest styr på vores materiale, så det er måske bedre, at du spørger hende.

I: Okay. Jeg har talt lidt med hende og vi skulle vist også holde et telefonmøde på onsdag. Så tager jeg det med hende dér. Men jeg tænkte også mere sådan, at... Selvfølgelig skal I ikke offentliggøre alt jeres interne materiale, men jeg tænkte bare om I har sådan nogle strategier.. altså, nedskrevet. At sådan skal det være eller et eller andet?

A: (griner) Neeej, det har vi egentlig ikke. Man kan sige, vi har haft møder hver anden uge i flere år, hvor vi siger 'jamen hvad sker der så i forhold til det og det og det?' og i forhold til 'fruit on a mission'. Lige nu har vi lavet vores organisation om, så det er lidt anderledes. Nu sidder Alex, som er marketing koordinator for Norden lige ved siden af mig, så vi har et rigtig tæt samarbejde. Men ellers... Altså, jeg sidder jo i ledelsen, så de beslutninger, der bliver taget rent strategisk i forhold til vores forretning, der er 'fruit on a mission' meget meget tæt inde i og vi giver altid være besyv med. Men vi er jo en entreprenør virksomhed. Vi er ikke en stor...

I: Nej nej og det er også et meget privat kontor, så det er meget sådan 'tæt'.

A: Det er det og vi er jo entreprenører, så hvis du har brug for et eller andet og en 100 siders lang CSR-strategy, så er det Danske Bank, Mærsk eller sådan nogen. Det har de helt sikkert.

I: Ja ja. Det var bare lige for at høre om I havde noget eller om det mere bare er noget, man tager ligesom ...

A: Jamen det er det. Det er jo ligeså vigtigt som marketing eller nogle af de andre ting. Det er noget, vi arbejder med hver EVIG ENESTE dag. Det er så vigtigt for os, at... altså 'skrive det ned?' ... 'gå ind i min mailbox', du ved.. (griner) Jeg har 30 mails i timen omkring det, så... du ved.. det giver slet ikke mening.

I: Nej okay.

A: Altså, det er en forretningsstrategi. Det ligger helt indeni os.

I: Okay. Men det er jo nok også bare den måde, I så arbejder på, for der er mange virksomheder, der er sådan 'uh, vi skal have en businessplan og vi skal have alt muligt'.

A: Men vi har også en businessplan og så videre, og der har jeg et budget inde, men ja... Det er internt og det er.. Hvis vi skulle begynde og lave sådan en CSR-rapporting... Det er jo mit og Erikas arbejde hver dag plus det, vi får alle de andre til. Det er jo fuldstændig umuligt. Det er jo fordi, at vi kun er 35 mennesker og fordi vi primært er så mange mennesker, der arbejder med det her... Det er jo fuldstændig uhørt nogle andre steder. Så at rapportere alt det vi gør, det er jo at rapportere alt det, jeg har arbejdet med de sidste 5 år. Det er jo helt crazy.

I: Okay. Og hvordan er det nu med... Nu er I jo ikke et stort aktieselskab... Så har I nogle bidragsydere eller hvordan fungerer økonomien?

A: Nej nej, vi er en privat virksomhed. Fuldstændig.

I: Okay, så I har ikke nogen I skal tage hensyn til i forhold til f.eks. med en CSR-rapport?

A: Hvis de beder om det. Hvis vores hovedinvestorer har brug for et eller andet på skrift, så tager det mig jo ingen tid, for jeg har jo så meget, jeg bare lige kan sende til dem. Det er ikke noget problem. Men altså... De får masser på 'fruit on a mission' siden. (griner) Så lige dér på CSR-rapporterings siden, der behøver vi bestemt ikke at være bange for, at vi ikke lever 100% op til alle stjerner, der overhovedet er, for vi laver ikke andet. Vi gider bare ikke kalde det dét.

I: Nej okay og hvem er jeres hovedinvestorer?

A: Unilever Ventures og management teamet XX. Og så har vi et par enkelte angel investors også.

I: Okay. Dem kender jeg ikke så meget til... Lad mig lige se, om jeg har flere spørgsmål, som jeg brænder inde med.... Der er vist ikke lige umiddelbart noget.

A: Men du skriver bare.

I: Ja. Tak for din tid.

A: Selv tak.

### **Erika Regner, employee at Froosh AB in Sweden**

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Interviewer (I): I just have a few questions and I thought that I could just ask you the questions and if you have something that you want to elaborate on or give examples or something, you can just... you know, step in.

Erika (E): Okay, yeah. Sure.

I: Ehm... But first, can you just briefly tell me what your position in Froosh is and what you working with on a daily basis?

E: Eh, yeah. I work as a public affairs manager at Froosh Smoothies. My daily work is... ehm.. communicating and promoting our mission 'trade, not aid' in social media channels, but also communicating it internally in the company and externally through operations, influencers and organizations. I am also responsible for our fruit farms trips, so I plan and execute these trips as well.

I: Okay. But you are working in Froosh AB in Sweden, right?

E: Exactly.

I: Which is the parent company of Froosh in Copenhagen or?

E: Exactly. We are both... Since I'm located in Sweden, I have to be in the Swedish organization, but I'm stilling working at the central function.

I: Okay, so Anna is your boss, right?

E: Exactly. That's correct

I: So how would you define your relationship between you and Anna? Because I could imagine it must be a bit difficult, when you are working in two different countries even though it's the same organization.

E: Yeah, ehm.. No, it's actually much more convenient than I think both of us thought it would be.

I: Okay. (laughing)

E: We're Skyping or talking through the phone every day and we email all the time, so... And we're both traveling around a lot, being in different locations, so even though I would be in Copenhagen, it's not sure that me and Anna would be in the office everyday anyway. So... Yeah. And I'm in Copenhagen every two weeks, so.. We do get to see each other quite a lot.

I: Okay. Ehm.. In a few words, can you just tell me how it is working in Froosh?

E: Ehm.... How it is working at this company?

I: Yeah.

E: It is of course a lot of fun. You get to... The department I'm working in... They're really a kind of experiment. We have to try a lot of different things. It's only the two of us, so it's a lot of responsibilities, but also a lot of freedom to try and communicate our message wherever we find

suitable. So it's not like we have a framework that we have to go through. We have a lot of freedom, which is great.

I: Yeah.

E: And it's a great product. A product that most of us are very proud of. It's an honest product, a fun product. Yeah, so it's great.

I: So how big is your team in Sweden? Is there a lot of people working together or is it very... you know... spread around into different departments... or?

E: That's pretty small. It's twelve people in the Stockholm-office and in total with the sales forces it's about twenty people. So people are working very together, but individually.

I: Yeah, okay. Now I just have a few questions about CSR and your communication internally in Froosh. So how would you define CSR?

E: Ehhm... Hard question.

I: Yeah. (laughing) Just in a few words...

E: I think in Frosh it's... What we're doing as a small company to give back. In terms of what we see, when we do our trips. How can we give back to these people that we meet during our XXX. Well, we tell their stories. And we tell them how things can be done differently and we are the farmers' voice in the Western society and really trying to debate them and to fight when it comes to them and the trade politics in Europe. So to define CSR for me, it is very much about how can this company to its best efforts make a difference? And also surely believing in this difference. I really don't believe in that type of CSR who donates money to difference causes just because they have to 'tick it off' on their paper.

I: Okay.

E: When you doing something because you have to and not because you have the heart to, then it's just like... You know.

I: Yeah, I agree. As an employee can you say something about how CSR is communicated internally in Froosh?

E: Ehm, yeah... We have.. Of course everyone who works in Froosh is welcome to join a fruit farm trip. Even if you work in sales or in the financing department or wherever you work, you get to go on a fruit farm trip.

I: Okay. And is Froosh paying for that? Or do they have to pay for it themselves?

E: Sorry?

I: Do Froosh pay for the employees to go to the fruit farms?

E: Yes, exactly. So that's definitely one way we're communicating it. We're actually bring everyone so that they can experience it for themselves. And we also have the... We do a lot of lectures at universities, conferences, events etc. Every time we're close to an employee, we invite them to go. And of course promoting all the material, we have like.. For example, I'm sure you've seen our TedEx.

I: Yeah.

E: That's one of the things that we would promote through our sales force. And we also made an animation movie. Did I send that one to you as well?

I: I don't know, but I have seen it.

E: You've seen it, yeah.. That was kind of a request from many of our employees like 'how do we communicate 'trade, not aid' in like a minut?' So what we did was that we created this animation movie for our employees to show it to our clients. What they wanted was to communicate something easy and to make it in a more approachable way. The animation movie was made complete for that kind of use.

I: Yeah. But you know.. In some businesses, it's very much about having these written strategies about how to do CSR... and that's not the case in Froosh or?

E: No.

I: Okay, why not?

E: Because we're truly not believing in having a CSR strategy that forces a certain... ehm.. what do you call it? A certain formalia. Usually those are something that has been decided on a higher level and we need to have something that is CSR 'just because'. Because you're basically a bad company if you don't have it and then people work after a certain framework because they have to. And we thing that that whole lot of.. attitude towards that has grown the last couple of years is the wrong.. I mean, why would you help someone if you don't really care or are interested?

I: Yeah.

E: It's a very simple logic for us.

I: Okay, but how do you ensure that there is a uniform business practice? You know, in all of Froosh... Because if you don't have formal strategies, you can't guarantee 100% that all your employees act the same or... Do you get what I'm saying?

I: Yeah. No, but that's kind of a risk we're taking. When we are inviting all of our staff to go in these trips, then the problem solves itself. We don't have to tell them anything, we don't have to make them... Everyone who goes on these trips and see the incredible people and meet them and hear the stories they have to tell, people get very... Ehm.. They believe in what they see. No one has to tell them. And once they are back from these trips, they are automatically ambassadors for the company and the company's CSR agenda. So that's our strategy. Send out our staff and let them see for themselves. But what do they believe? What stories do they want to tell?

I: Okay. So you as an employee feel encouraged to actively participate in.. you know, decision-making, in the communication with all the different stakeholders and.... Or?

E: What do you mean?

I: I just mean that for... In very formalized businesses, some people may not feel encouraged to actively participate in.. you know, making new decisions or making new strategies, but it seems like in Froosh that it's.. you know, something that just comes naturally?

E: Ehm, yeah you could say that. Or it really comes naturally in terms of promoting it. It's not something they have to do because they are told to. People who want in these trips have very good memories and are very grateful to do these trips, so... It comes very naturally for them to promote the company. I don't want to say that CSR is all we are working with, but that's how it makes it easier for other people to understand.

I: Okay, yeah. Then I have a few questions about the external communication of CSR in Froosh. How would you define the communication between Froosh and your stakeholders for example the suppliers and the fruit farms?

E: Ehm.. Well... We have a pretty close relationship to the fruit farms, so we are very open with the work we do and we share all the attention, we get from doing these trips. So the farms we are visiting are very... aware of the message that we want to get out. They are always getting XXX, when we mentioned the media or we attend a TedEx or something. When we publish a book, they're always very involved in the process or... Ehm.. They get to see everything.

I: So it's very much a dialogue between you and...

E: Exactly. And the same goes for our suppliers and for the suppliers who are most interested, we have the same dialogue with. And then the suppliers aren't interested, we don't have that kind of dialogue. But we have been in contact with... It's through our suppliers that we find most of the farms we're visiting.

I: Okay, so you are more in dialogue with the suppliers and not as much with the fruit farms?

E: No, once we have the contact we're very much in contact with them, but we have found our fruit farms through our suppliers.

I: Okay, okay. I get that. So for example, if you or Anna had anything you wanted to share with the fruit farms or talk to them about - how would you go about it? Would you call them or e-mail them or go down there or?

E: Ehm... We would e-mail. Due to the time difference, it's always easier to e-mail them. So that's what we would do.

I: Okay, so you just e-mail with the one in charge of the fruit farm and...

E: Exactly. We have different kinds of contact persons in the different farms.

I: And then they make sure to pass it along or?

E: Exactly.

I: Okay. Anna told me that in Froosh you have this supply chain in which you of course oversee the different processes, but you can't control them 100% because you don't own any of the factories in which the smoothies are produced.

E: Ehm, yes. That's correct.

I: How do you make sure that the external communication is properly understood and is being followed everywhere? Do you have any specific strategies? Do you have quality standards? Do you have any rules that the suppliers or the fruit farms have to follow?

E: No, we don't.

I: Okay.

E: But what we do is.. We are buying fruit mixes from suppliers in Europe. These suppliers buy the fruit from... I mean, it's different in every countries. In some countries, there might be collective centers where the farmers sell their fruit and then the collective centers sell the fruit you, for example. So the chain is very very long. And we only buy fruit mixes from our suppliers in Europe and ensure that at least 50% of the fruit in our bottles come from developing countries. And how we

ensure that is that we make the recipes with fruit that are growing in tropical countries. That's how we ensure from our end that 50% of the fruit comes from developing countries. XXX We make the recipes so we can guarantee that we are getting the fruit... that they are grown ethically.

I: But you have to rely on your suppliers getting the fruit from the 'right' farms. Do you know what I mean?

E: But what are the right farms in your terms?

I: It's just.. Anna was very much about wanting to do sustainable development in developing countries and I just think that there must be some concern that the fruit is coming from plantations that is not doing these local initiatives?

E: Arh, okay. Yeah, but that's what where we are relying on our suppliers. That they are buying ethically grown fruit. For example that they ensure that it's not child labor or stuff like that.

I: Yeah, okay, but you don't go down there and making reporting or? It's just relying on their good faith.

E: Yeah, I think Anna probably said it. We are very much not believers of the kind of different labels. We don't believe in reporting or in being the big Western company going down to Africa or Southern America and say 'hey, this is the way it should be'. When we go on these trips to the fruit farms, we are there to learn and see how.. what the fruit farm does for their lives. We are not there to judge. We are not there to control. We don't do any reporting. We are guests at their fruit farms and so far we haven't seen anything that we didn't think was right and I don't think we will either, because.. I mean, if they had shy labor, they wouldn't have invited us to come. Of course not. So we are relying on our suppliers that they are buying ethically grown and sourced fruit and that's like... That's not the purpose of our trips, so we are very honest about that and very... We never go on trips and do controlling.

I: Okay. But I think that was about it.. (laughing)

E: Great.

I: So thank you very much for taking the time to speak to me.

E: Yeah, no worries. Just send me an e-mail if you want some extra answers on any questions.

I: Yeah, okay. Thank you and have a nice day.

E: Perfect. You too. Take care. Bye!

I: Bye.

## **Harry van Neer, CEO of africaJUICE**

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Interviewer (I): I'm really glad that I got the chance to talk to you and get a more supplier perspective on my thesis.

Harry (H): Yeah. I've seen your question. Or I did have a little bit of a chance to prepare myself.

I: Yeah, but I'll just ask you the question and you are very welcome to elaborate or give examples or ... you know, step in if you think it's necessary, because I think it's important to have a casual conversation and not just stick strictly to the questions.

H: But you need to lead me, yeah? You're the interviewer, so you're in charge. (laughing)

I: (laughing) Yeah, of course. Ehm... But first, could you just briefly tell me about who africaJUICE is?

H: Yeah, so eh... A very simple way to describe it is fruits growing and fruits processing in Africa. We can basically only one operation of the moment, which is in Ethiopia. So that is a very simple way to look at it. But maybe it's worth to say a bit more about where this business came from.

I: Yeah.

H: It's a combination of two things. One is the commercial business opportunity that someone saw on growing especially passion fruits in Ethiopia and to process these and export these, because that seemed as a quite attractive business proposition to start doing that. So that's one side of it. The second side is that - and this is where my organization's (re: the head office in The Netherlands) business minds come in and one of these business minds is the founder of africaJUICE, and we saw.. or we recognized that commercial potential, but at the same time we also recognized that this would be a very good platform to demonstrate foreign direct investments in developing countries to actually deliver real sustainable impact. That's on both social and environmental fronts. Without actually compromising sharing the value.

I: Okay.

H: So our philosophy is that if you structure and design your projects in the right sort of way, you don't have to compromise. Traditionally, people look at corporate social responsibility as something you have to do and it's just something that costs you money. In reality and in our philosophy, if you really structure your business right and really from the start take social and environmental aspects into account, you can actually create more shared value as well.

I: Yeah.

H: So that was our histo.. the background of africaJUICE. Who, we are. So we try to demonstrate that, so we started with the idea phase in 2006 and at the start of 2009, we started say creating the business. We started to probe the business in Ethiopia. So that's a little bit about who we are. I can tell you a bit more as we go along as I think the background will come back in other questions as well.

I: Okay. As you now 'scratched the surface' on CSR, it sort of leads me to the next question about how you would define CSR.

H: Yeah and in a way, we don't actually like that term too much. It's a bit outdated, because it really comes from the time that the business did its business and because of... maybe the pressure from society that needed to hold on to their businesses. Something that was corporately socially responsible like 'okay, in Africa typical story is that I have this business, this factory or whatever it is and I need to do something for the community, so I'll build a school'. And that's not really how we look at it or have we want to work. The way we structure in africaJUICE is that we... First of all, we work we local farmers and we try and make them an inclusive part in our value chain so they basically can improve the crops they are working with and they can improve their production and their income. And a very transparent way, where they can get a fair share of the value that is created from growing a certain fruit. We are Fairtrade certified as a business, but again.. Fairtrade is not a perfect thing either in terms of what we could like to do. So that was once thing. The second thing, we would like to that is ultimate to create a situation where the community is almost empowered to make their own decisions around whether they want to build a school or a hospital or whatever.

I: Okay.

H: What we had in our design of the business, we had a mechanism that ultimately saw the local community becoming a shareholder in our business so that the value that say is created by doing these projects and this business is shared with the community and those shares would ad value and ultimately the communities can decide what to do with that value. Whether they want to build a school or build a clinic or whatever.

I: Yeah.

H: So that was the original idea that you almost make them independent of the companies to do something sensible for their local communities.

I: That makes sense.

H: So that's the theory and we started working that way. Now the practice is that it's damn complicated and difficult to achieve these things. What we found is that.. Let's say the communities weren't actually necessarily ready to work in that kind of way because of what people have been used to and.... You should know that in the past area, where we worked, was a very food insecure area, so it was an area where there were basically hunger. So they were used to that if something went wrong, someone would come and help them get food or give them some money. Like a NGO or the World Food Programme, so they were used to their safety net. Whereas the way, we were talking about it.. because it's not about sharing the value, it's also.. We are also sharing a little bit of the risk of the business, but of course not too much for the local community, but a little bit.

I: Yeah.

H: And that was something they weren't used to, so get a community ready to for instance be a co-owner in our business, we are still working on that. We haven't actually achieved that yet. That they are ready to really become an owner in our business. So that is a little... You know, we try and be a bit more innovative about our CSR and really be a sustainable business that works with communities and create opportunities for people to become their own... to determine their own destiny. And not be dependent upon a company's CSR policies, but ehm... We're not there yet.

I: Okay. Can you just briefly explain the company structure of africaJUICE? Because there's a mother company in The Netherlands and a fruit plantation in Ethiopia, right?

H: Yeah, exactly. So the mother company in The Netherlands is actually the main shareholder of the company in Ethiopia and basically the company in Ethiopia operates the farm and the factory and practically works with the community and the local farmers.

I: Okay, so they are harvesting the fruit in the plantation and then produce the purée and the oil and... in the factory?

H: Exactly. So we purchase fruit from local farmers, we process them, we sell them either locally or export them.

I: Okay, so you are also buying from other farmers?

H: Yeah. We are buying products from small farmers and other stores locally. So the structure is basically that in The Netherlands, it's sort of a holding company. The company in Ethiopia produces for example juice, but that juice gets sold straight to the customers and all the revenue goes straight to Ethiopia. You are probably or maybe familiar with business that sell some of their produces to an entity maybe in a more 'attractive' place and then sell it along to the ultimate customer and that's

want we don't do. So... We don't have any structures that seeds say some value of the business in any other place than Ethiopia.

I: Okay.

H: So that's why... I think Froosh is quite an important part. I'm not saying that it should not happen. Sometimes it's needed and actually value is created through that, but I also know that a lot of companies do that purely because they want to make their profits somewhere, where it's more attractive to make profits.

I: Yeah.

H: So that's something we don't want to do.

I: Yeah. So are you selling directly to Froosh or through an ...

H: No, we sell to... We don't sell directly to Froosh, we sell to... Basically, a German company that delivers to Froosh. Basically, the final mix of the product that they need. So, for instance... And I must admit that I don't know the exact product range in Froosh of the moment, but I think they have a mango-passion fruit drink. So basically, what they will buy from our customer, they will buy basically that fruit mix ready to go. And they then bottle it.

I: Okay.

H: So we make passion fruit juice and our clients buy the juice. They also buy mango purée. They mix it and then sell it to Froosh.

I: Okay, great. Can you then tell me something about the communication between you and your customers? Those, who are reselling it to Froosh. Are they come down to the plantation and overseeing the process and the product or is it just ....

H: Typically what happens is that if you have a business processing in Africa or wherever, then you need to meet some quality standards. And as a part of that, you have independent auditors that come to you and give you an audit and give you a certification. In our case, this is for example the Fairtrade organization. They come to our facilities, our plantations, our factory and basically do an audit and then they give us a certificate. So that's generally, but our clients themselves.. and we have one strong client relationship with one party and they also come, particularly to our factory, because they don't know plantation, but they do know factories and they do their own audits. And on top of that, the relationship is such that they are giving our advice of we need it.

I: Okay.

H: We have a very open communication with them about ultimately making sure that we are successful. Because for them... They want... They are interested in our products, but they realize that if we have technical problems or if we don't work well, ultimately they have a problem as well because they don't get quality products or they don't get the right volume or whatever.

I: Yeah, of course.

H: So, it's not a unique relationship, but it's not necessarily the normal relationship. We have quite a much more intimate relationship with our client than typically.

I: Okay, so don't have any direct communication with Froosh at all? You only have it through your own customers?

H: Ehm, yeah... We do have some direct communication with Froosh, but that's only really related to organizing Froosh's visits to our plantation and our factory.

I: Okay. So how does that ... ehm.. take place? When they are visiting.

H: Ehm... Well... They typically... They've been here twice now.

I: Okay, in how many years?

H: Twice in the last five years, I think... But I can't remember exactly. But I think it's four or five years.

I: Okay.

H: Basically what happens is that we typically make a program for them, which is based on what they would want to see and want to do, which typically involves doing some work on the various plants and maybe in the factory.. I can't remember exactly what they did, but they probably worked in harvesting and probably did some crooning of the plantation. They were maybe in the factory helping sort the fruit or something like that. And also, they visit our suppliers and the local farmers that supply the fruit to us. So they visit them and talk to them and they give them some gadgets and then they also visit the local clinics or the local school. So it's a bit like that. We have some labor organizations and then they interact with them, so they basically want to get to know the company, but also give the people that they bring to our facilities an experience of what it means to actually drink a smoothie in Denmark or in Norway. How did that smoothie come about.

I: Yeah.

H: And I think.... Of course, we facilitate that because we want to have a good relationship with our ultimate clients. We also think from our side that it is important that our stakeholders being our

employees or our suppliers or even the local community, that they see what ultimately happens to those fruits that are harvested here in Ethiopia. So we also see benefits for ourselves, but that's the limit of the communication we have with Froosh.

I: Okay.

H: Once they leave, we don't have communication with them.

I: Okay. Because I have talked a lot about quality strategies and supply chain management and all those things with Froosh, because they are very casual about... Of course, they have this rule about 50% of their fruit coming from developing countries, but they don't have strategies or reporting or any sort of things to control the fruit. They are just relying on their suppliers and of course visiting the fruit farms once in a while. But I find that very different in relation to others maybe bigger companies that are very in to strategies and doing things very formally... But you (re: africaJUICE) have that, but it's also with the suppliers and the Fairtrade organization and those things? It's not directly with Froosh?

H: No, exactly. And if I would be.. if I would say it very simplistically, I don't think Froosh really gives a toss whether we are Fairtrade certified or not...

I: No, because they're not, so... (laughing)

H: Exactly, so... And I agree with you that if you for instance look at Unilever that also is one of our direct customers, they very much oversee that all of the ingredients they source come from sustainable sources and then they need to say 'what is a sustainable source? how do you define that? how can you measure that?', but they are working very hard to develop that. They are using existing criteria, so for instance the fact that we are Fairtrade certified is already acceptable for dem. But in the future that may not be enough, so they are also looking at their own internally requirement of quality and the quality is not just about 'oh, it's a nice piece of fruit or juice'. It's also about 'how did that juice come about? how are the workers treated? how is the environment treated?' So in that respect, Froosh doesn't do any of that.

I: No.

H: And in a way, you could argue that Froosh's approach to sustainability is greatly simplistic because you can't say 'I do good things because I source from a developing country'. That is very simplistic, but on the other hand, I also recognize that for them as a business that message is probably working for the moment.

I: Yep.

H: Because, they have a very 'snazzy' design, you know.. They have use social media a lot having all those people running around the farms and picking mangoes and all of that, you know... It's all great and from a marketing perspective it works very well, but in reality if you - and I'm not suggesting that Froosh does that - but in reality, a lot of products sourced from developing countries actually don't do anything really for developing countries.

I: No, exactly and that was my point of view because where does trade become sustainable development? Because just because you are trading with a company or a plantation in a developing country, it doesn't make you.. ehm.. socially responsible.

H: No, clearly not. But there are of course.. I mean, Froosh is a relatively small player and the bigger players they are putting pressure now on say the growers and the processors to do things better. Take the big processors like Delmonte.. you know, you'll probably have read some rapports from NGO's about the practices some of these companies have. It's not pretty. How they treat their workers, how they build on the economic perspective, but also on the social health perspective... You know, there's a lot of issues in the developing world for products that we happily drink or think 'oh, I did something good because it comes from Africa or Latin America.'

I: Yeah. Do you then have any recommendations as to how Froosh could be more.. you know, ehm.. How they could do more for the local communities in Africa or do more for developing countries?

H: Well, it's a bit.. sort of.. On the one end, you could say that they should increase the price on your smoothies with x procent and reserve that to putting money into local communities or something like that, but.... and I'm not saying that's a bad thing to do - on the contrary that would be an interesting thing to do, but I would not necessarily recommended that because it's not.. It doesn't really fit our philosophy, because ultimately, as I said earlier, that community then becomes dependent upon your result. I think... What really needs to happen, I believe, is that the value chain of say for example Froosh, the value chain needs to be seriously looked at in the sense that where is the value actually being taken in their activity. So for instance, you know.. What happens is for instance that we sell juices as a B2B business, but we get a certain price that is determined by international markets. If you would look at how much margin we would generate and ultimately how much margin the local farmer makes from this small hektar of land compared to the risk that that person takes or that we take and say compare it to the margin that Froosh makes and the risk they take, I think there's a discrepancy.

I: Yeah.

H: And I think... What really would bring sustainable is if that the value is more fairly shared across the value chain, because that could really empower everyone to ultimately make their own better decisions. But at the moment, the value is not fairly shared.

I: Would it make any difference if you had more direct communication with your ultimate customers?

H: No, to be honest the problem that I'm highlighting really needs big supermarkets and big players to really start changing their behavior. And ultimately, it can only really come from a drive and customer demand for more transparency and more quality and I think that that trend is happening, but I'm not under the illusion that anyone can just like that change the way the big supermarkets work. The reason why that's relevant is that ultimately Froosh needs to supply themselves and they need to compete with their competitors and often they are supermarkets that are demanding certain things from them.

I: Yeah.

H: So, generally what I would say to Froosh is that they need to look a bit more around the quality of the products they are buying and there are certain initiatives within the juice sector that are starting to look at those and I'm not sure... I assume they a part of that, but if not I would recommend for become a part of those initiatives. And then they can look at certifications that are perhaps not as XXX as Fairtrade is, but something that can be more easily implemented. And maybe they should say that 'we want all of our products to have that certificate'.

I: Okay. Does that have an effect on you or does it have an effect on being more transparent?

H: Well, both I think. I would effect us and for Froosh it would be relatively easier because we already are Fairtrade certified and we are already doing things that way, but it would bring the whole sector up.

I: Okay. Ehm... I don't think I have any more questions.

H: Is that it?

I: Yeah, I think we covered about everything. Oh, just one thing. Can you think of any issues with not having a more direct link with for example Froosh? Have you experienced anything?

H: Ehm, noooo... I.. I don't think there's any issues as such. I think there could be some opportunities maybe for us and maybe for Froosh, because if Froosh would for instance think of a way to communicate back to us and I'm not saying to me, yeah? Because that doesn't really matter,

because if I need to I can talk to Anna, but if Froosh would feedback something even without actually coming to the location, but feedback something to the people.. the people they visit when they are there, that potentially would be more valuable. Surely it would create value for us and for our employees and communities, but it may overall help them as well because they would be more known there... In the moment, they come... Say they been here twice in the last five years. Now, people remembered... or some people remembered, other people said 'oh, were they here? I didn't know. okay, fine.' So, it's like.. It's almost like they're 'dipping in' and completely 'dipping out' and maybe that's just the way to do, but maybe it could be an opportunity for us AND for Froosh to maintain a more free communication. Maybe it's just that they hand out some flyers or some other things or gadgets more regularly or something like that...

I: Yeah, okay. Great, that was very helpful.

H: So, I have a question for you as well.

I: Okay.

H: You've done a lot of interviews with people across that value chain in Froosh, I assume and what's your... How do you... How sustainable do you think Froosh is as a company? What really impact do they really have, do you think, on say development in Africa or Latin America?

I: Yeah, ehm... I'm a bit hesitant (laughing) about their real impact on sustainable development, because they are very vocal about not... you know, they are very much talking about having a higher social mission and doing these local initiatives and gaining knowledge and being in constant dialogue with the fruit farms and the suppliers and the customers and the consumers and... And they are very much about not being the typical Western company, not being capitalistic, not focusing on profitability. Ehm... But there is some sort of discrepancy between what they are saying and what they are doing, because they are very much about visiting the fruit farms, you know.. sleeping there in small mud huts and working all day in the sun, which is of course great, but I'm not sure if they are getting the whole picture of doing it. It seems to be more about looking good and having the right marketing materials when they are saying 'we are visiting these and these farms', but they don't have any concrete strategies or quality control or certification or anything that can support the things they are saying. They are very much about, you know... talking and talking and talking and not so much about doing things in practice. So, I'm a bit skeptical of whether they are actually doing anything notable for local communities in Africa for example.

H: Yeah, exactly and what would be interesting for instance when Froosh sources the materials, then ‘okay, what is the key criteria?’ You already said earlier on that x percent comes from developing countries and that’s fine, but how important is price in the equation? And one thing maybe to mention, which I should have mentioned earlier, is that one of the things that would help africaJUICE and particularly the small farmers, we work with, is if africaJUICE for instance would have a longer term contract. Because what happens a lot with our products is that we don’t have a long-term contract, because of the differences in price and no-one wants to commit to price, because the price may go down and then you can buy cheaper.

I: Yeah.

H: And I think that what would help our value chain all the way back to the local farmers was if there were a bit more stability. If we know that we can have so much volume of juice sold at this price over the coming three years, then that’s when decisions can be made to accommodate our investments or the local farmers. And I can really go as far as saying that if Froosh would be willing to pay... Let’s say they need x tons of passion fruit juice in this mix, yeah? If they would be willing to pay for that upfront and maybe we can then talk about the price, you know.. to get a discount... But if that money would become available upfront, then we could make sure that local farmers developed. Because at the moment, we don’t have any problems with selling our products. There’s plenty of demand. Our problem is more our supply side. To make more farmers part of our value chain, capital is needed. They maybe need to invest in new equipment and invest in new plants and.... ehm... that capital is where the limit is, so if Froosh would pay in advance that creates the capital and that would have a real impact, because then you have the situation that a farmer that say normally would have a piece of land in which he grows some onions and tomatoes and earns maybe \$500-600 a year, then that farmer with that capital could become a farmer that earns \$5000-8000 per year and suddenly their world is completely transformed.

I: Yeah.

H: And that’s not theory. We see it in practice. And that’s really a lot of ways the whole value chain can potentially work better, but it ultimately requires a commitment from companies like Froosh.

I: Yeah. Because I asked Anna about the supply chain and why they are not being more concrete about where they are sourcing from. Because it could for example not find your name anywhere until I ask her directly and she said that because there’s problems with having... Ehm.. She said that all plantations experiences problems with bugs or something that can destroy the fruit, so therefore they can’t say that they are using one specific supplier for mangoes all the time because they have

to support themselves in case of problems with the harvest. Can you relate to that? Is that a problem you experience?

H: Well, theoretically it's true that you would always want to spread your risk, but if you look at the example I just gave... There is of course the question that 'will these small farmers grow passion fruit and become successful and do well', but what we said at the time was that 'well, if they don't succeed, then the company - because we have our own plantation as well - we will back help them out. So if the farmers, for whatever reason, can't supply you, we will supply you. So you will always have the supply unless of course there's such a disease that completely wipes out all of the passion fruit in the whole area, but that's... That has happened in the past. Not where we are, but in other locations, but it's very rare that it's going to happen. And to be honest, if that is going to happen that means that the whole market will be so affected that diversity of supply won't be much good anyway. Because then you still need to buy it at an extremely high price because of shortage.

I: Yeah.

H: So, I wouldn't buy that as an excuse. Particularly if you are serious about creating impact.

I: Yeah, exactly. Because if you really want to create sustainable development, you have to ensure stability and a fair share of the value and I don't feel that they are actually doing that. It's just an excuse to get the best product at the cheapest price.

H: I don't exactly know where their (re: Froosh) commercial pressures lie. How their competitors are doing, because on the one hand, you can become the role model for sustainability, but of that means that at the end of the day you're gonna destroy yourself because competitors just take over because they don't do it (re: sustainability), then that's foolish as well. So you need to make sure to get the full picture as well. My gut feeling is that a lot of the juice players, and even the more innovative companies like Froosh, they are not innovative enough. They are still very traditional. And they just need to change the way they think about business.

I: Yeah. They are the number one smoothie brand in Scandinavia and they only have one other big competitors, which is Innocent Smoothies.

H: Yeah, exactly. The only thing is that... The argument they use is that they have... So what Froosh is basically saying is that the insecurity of their supply forces them to be more flexible and don't commit to certain areas, but the flip-side of that is that the non-commitment increases the insecurity of the supply. Because at the end of the day, if you don't make your supply chain more stable and more inclusive, they stay unstable. And at the end of the day, the passion fruit... If the

prices drop, ultimately the farmers are gonna stop growing passion fruit and start doing something else. And then of course there's a bigger problem.

I: Yeah, I agree. So there's a lot of underlying issues that they (re: Froosh) don't really relate to, I feel.

H: Yeah. It's an interesting topic and I think, studying it and trying to understand it better and hopefully as an independent answerer to give some advice, then we help what you are doing now.

I: Yeah. Okay, but thank you very much for your time. It was very helpful.

H: You're welcome. Good luck. Is it possible to receive a copy once you're finished?

I: Of course.

H: Please. You can e-mail it to me. I'll be very interested in reading it.

I: Okay, I'll make sure to do that.

H: Great and if there's anything else that pops up when you do the rest of your work and you want to ask a follow-up question, just send me an e-mail.

I: Yeah, okay. Thank you very much and have a nice day.

H: And you. Bye bye.

### **Camilla Kynde, Head of Beverages in 7-Eleven, Denmark**

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Interviewer (I): Jeg har spurgt Froosh hvem de anser som deres vigtigste stakeholders. Her nævnte Anna Rise, der er ansvarlig for kommunikation og CSR i Froosh, bl.a. deres kunder. En af Froosh's kunder er jo 7-Eleven og jeg ville derfor høre dig, om du kunne fortælle lidt om samarbejdet imellem jer?

Camilla (C): Okay, ja. Ehm... Altså, jeg synes, det er et rigtig fint samarbejde vi har med Froosh. Jeg har ikke noget negativt at sætte på dét, så...

I: Okay, men det lyder jo dejligt. Men hvor vigtig er Froosh så for 7-Eleven? Altså... Hvor stor en andel af jeres salg af drikkevarer kommer f.eks. fra Froosh produkter?

C: Puh, det er meget svært for mig at sætte et tal på... ehm.. men det er ikke særlig meget, vil jeg sige. Mener du ud af det samlede drikkevare salg?

I: Ja, lige præcis.

C: Altså, så er det ikke meget. Under 1%, måske.

I: Ja okay, det var ikke meget.

C: Nej. Altså... Vi ville selvfølgelig være kede af at skulle undvære produktet på vores hylder, men Froosh er en meget lille leverandører hos os.

I: Ja okay. Var du med dengang, hvor samarbejdet mellem Froosh og 7-eleven skulle opstartes?

C: Ehhhm, tja. Det tror jeg.... eller.... nej, nu hvor jeg tænker mig om, så var jeg vist ikke ansat dengang.

I: Nå okay, det var ærgerligt. Kan du så i stedet sige et par ord om, hvordan sådan et samarbejde generelt kommer igang?

C: Ehm.. Ja, det kan jeg godt. Jeg har f.eks. været med til at opstarte et samarbejde med PALÆO omkring de her smoothies og juices, som vi sælger lige nu.

I: Okay, spændende.

C: Ja... Og der var det ligesom bare, at vi mødtes og snakkede om, om vi ikke skulle lave noget sammen. Og det ville de gerne, så satte vi os ned allesammen og besluttede hvordan de forskellige smage skulle være, hvordan flaskerne skulle se ud og sådan nogle ting.

I: Okay.

C: Ja, og så laver vi selvfølgelig nogle marketingsaftaler og kontrakter, hvor vi på forhånd har aftalt forskellige ting som hvordan vi må markedsføre produkterne i vores butikkerne og at PALÆO står inde for, at produkterne altid er af en vis kvalitet og så videre. Sådan helt standard juridiske dokumenter...

I: Okay, det er godt at vide. Ehm... I den forbindelse kan du så sige lidt mere omkring jeres kommunikation med Froosh? Altså, hvis du f.eks. havde nogle spørgsmål til deres produkter, ris eller ros og så videre... Hvordan ville du så gribe det an?

C: Altså, det kommer jo an på hvad det drejer sig om, så...

I: Ja okay.

C: Altså... Hvis det er småting... f.eks. om vi skulle lave et nyt marketingtiltag, så ville jeg bare skrive en mail til dem. Men hvis det var mere alvorligt eller noget vigtigt... f.eks. hvis salget var for sløvt og vi gerne ville have dem til at lægge en større indsats, du ved.. så ville jeg ringe til dem.

I: Ja okay, men det giver jo også god mening at gøre det sådan. Men føler du så, at Froosh er lydhør overfor jeres synspunkter? Altså, i forhold til hvad I godt kunne tænke jer og hvad I synes.

C: Ehhm.. Altså, hvis jeg skal være helt ærlig, så synes jeg, de har været lidt sløve her på det sidste.

I: Nå, hvordan det?

C: Jamen, altså... Jeg prøvede for noget tid siden at kontakte Anna for at høre om vi ikke skulle lave et eller andet. Du ved, noget på de sociale medier, der kunne sætte skub i salget.

I: Ja?

C: Ja, altså... Vi har lige haft en kampagne med to Froosh smoothies for 35 kr., men det gav ikke så meget..

I: Okay.

C: Men helt ærligt... Så virker de ikke særligt proaktive i forhold til at lave noget. I hvert fald ikke med os. Og det undrer mig egentligt, da det jo ikke koster dem noget...

I: Koster det dem ikke noget at reklamere hos jer? Det må du lige uddybe.

C: Nej, altså.. Som en del af de der marketingsaftaler, vi har, så kan Froosh gratis reklamere via 7-Elevens facebook side. Og vi har jo over 100.000 'synes-godt-om', så det undrer mig, at de ikke udnytter den mulighed.

I: Ja, det vil jeg da give dig helt ret i. Det er jo gratis reklame.

C: Ja... Men det er lidt som om, at Froosh er faldet af på den. For nogle år siden havde vi en del flere marketings tiltag. Vi kørte bl.a. med en konkurrence, hvor man kunne vinde en tur ned til en af de her frugtplantager. Ehm... Og det fik vi rigtig god respons på. Det synes jeg fungerede godt.

I: Okay.

C: Men siden da har der ikke rigtig været noget... Og Froosh har ikke opsøgt os for at forbedre det. Jeg tror... måske det skyldes tidspres. Jeg ved jo fra mig selv, at der bare ikke er timer nok i døgnet. Jeg sidder jo heller ikke lige og tænker: 'nå, hvem skal jeg så ringe til i dag og høre om vi skal lave noget sammen?' (griner)

I: (griner)

C: Og jeg bliver i forvejen spammet med mails fra alle mulige, der gerne vil sælge deres produkter til os, så.... Der er nok at se til og det har Froosh da sikkert også. Men altså... De kunne godt trænge til at få et boost... eller en re-branding eller en lancering af et nyt produkt eller sådan

noget... Noget, der ligesom 'lykkedes' mere end de gør lige nu. Altså noget, hvor der ligesom ville blive skabt positive opmærksomhed på Froosh igen.

I: Okay. Ja, det kan jeg godt følge dig i.

C: For lige nu er det som sagt ikke Froosh, der betyder særlig meget for vores salg...

I: Nej, det sagde du godt. Men hvilke smoothies sælger så bedst hos 7-Eleven lige nu?

C: Ehm.. Det gør PALÆO. Og hvis man inkluderer juice, så er det nok vores halvliters Rynkeby æble-eller appelsin-juice...

I: Okay, men det (læs: Rynkeby) er så også en lidt anden prisklasse. (griner)

C: (griner) Ja, det er rigtigt. Og det er ikke helt den samme... du ved, målgruppe som til vores smoothies.

I: Nej. (griner) Ehm... For lige at vende tilbage til samarbejdet mellem jer og Froosh. Har I nogle interne aftaler imellem jer? Altså, her tænker på f.eks. på, hvis Froosh satte regler for hvordan deres produkter må markedsføres eller...

C: Altså... Nej, ikke som sådan. Vi laver ligesom en aftale på forhånd og så følger vi den.

I: Ja okay. Har 7-Eleven gjort sig nogle tanker omkring supply chain management i de her aftaler? Altså... F.eks. at I gerne vil vide hvor frugten i Froosh's smoothies kommer fra? Er det noget, I har drøftet med Froosh?

C: Ehm nej, ikke sådan lige umiddelbart... Vi går selvfølgelig op i, at kvaliteten er af en vis standard og at produkterne altid smager på samme måde, men... Det er ligesom inkluderet i de juridiske kontrakter, som vi laver i begyndelsen.

I: Okay.

C: Men altså... Det vil jo kun gavne salget og den måde, hvorpå vi kan markedsføre dem, hvis de f.eks. gik mere i certificering, Fairtrade eller sådan noget, de kunne brande sig på.

I: Ja.

C: Ehm... Jeg vil faktisk gå så langt som til at sige, at de trænger til en stærkere profil og bedre ekstern kommunikation omkring deres bæredygtighed og deres produkter for at kunne klare sig på markedet.

I: Okay. Kan du uddybe det lidt?

C: Jo altså, jeg ved jo godt hvad Froosh står for, men jeg tvivler meget på hvorvidt slutbrugeren (læs: forbrugerne) forstår Froosh's image på den måde, som det er tiltænkt... Ehm... For hvis de (læs: Froosh) ikke laver nogle marketingstiltag for at få fat i slutbrugeren, så er det jo kun selve flaskens emballage, de (læs: forbrugerne) ser... Og det lægger vores kunder altså ikke mærke til blandt 50 andre produkter. Altså, medmindre de selvfølgelig bevidst går efter Froosh... Så er det jo noget andet.

I: Nej, det vil jeg give dig ret i. Og det er også en af de ting, som jeg vil prøve at undersøge nærmere i min opgave... Du ved, at finde ud af hvordan den 'almindelige' forbruger opfatter Froosh.

C: Okay, ja.

I: Ehm... Jeg tror ikke lige umiddelbart, at jeg har flere spørgsmål til dig... Ehm.. Så du skal have tusind tak for din tid.

C: Det var så lidt. Jeg håber, at du kunne bruge noget af det.

I: Det kan jeg helt sikkert.

C: Det var godt. Og du er selvfølgelig velkommen til at kontakte mig, hvis du brænder inde med noget.

I: Tusind tak. Du må have en fortsat god dag.

C: Tak og i lige måde. Hej hej.

I: Hej.

### **Lyanna Martin, Head of Communication at DIEH**

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Interviewer (I): Kan du sådan lige kort forklare hvad Dansk Initiativ for Etisk Handel er og hvordan I samarbejder med virksomheder?

Lyanna (L): Ja. Ehm, jamen sådan som vi beskriver os selv, så er vi den danske alliance for etisk handel. Og det betyder, at vi samler forskellige virksomheder og organisationer. Vi arbejder med fem medlemsgrupper, som vi så samler omkring problematikker og konstruktive løsninger indenfor etisk handel. Og de fem grupper, vi arbejder med, det er virksomheder, NGO'er, fagbevægelsen, offentlige instanser og brancheorganisationer.

I: Okay.

L: Ehm, men kort fortalt så er vi sådan en platform og et forum, hvor repræsentanter fra de forskellige medlemsgrupper mødes for at italesætte eller diskutere konkrete problemstillinger. Og vi er med til at facilitere og... hvad kan man sige... bygge bro mellem forskellige måder at arbejde på.

I: Ja, okay. Og kan du så sige noget mere konkret om hvad I har haft af samarbejde med Froosh?

L: Jamen Froosh har faktisk ikke været medlem her særlig længe. Det foredrag, vores morgen briefing, som du nævner i dine spørgsmål... Altså, vi har selvfølgelig været i dialog, men dét er sådan set det eneste arrangement, vi har afholdt i samarbejde med Froosh. Og da de blev medlem i oktober eller sådan noget, så er det faktisk ikke særlig længe.

I: Nej okay.

L: Ehm, men.. Hvad var spørgsmålet? Hvordan var samarbejdet med dem?

I: Ja, kan du sætte nogle ord på på samarbejdet? Du siger I har dialog? Hvad går det ud på?

L: Nårh nej, men det er.. Nu tager jeg bare udgangspunkt i det der konkrete arrangement og grunden til at vi f.eks. inviterer Froosh ind, så er det netop fordi de arbejder med det der 'Trade, not Aid' og hvordan er det, at deres arbejde adskiller sig fra andre organisationers? Og gør det overhovedet det? Ehm.. Og det gør vi jo fordi, at vi tænker, at det også kan være interessant for vores andre medlemmer at finde ud af hvad er kommunikationsvinklen? Hvordan er det lige man kommunikerer CSR på en måde, så Hr. og Fru. Jensen kan forstå det? (griner)

I: Ja.

L: For det bliver meget komplekst og hvordan kan man få nedbrudt de der kompleksiteter? Og få formidlet en historie på en enkel måde? For der er så mange dimensioner i de problemstillinger, som de her virksomheder står overfor. Og grunden til, at det er interessant at invitere Froosh ind, det er fordi de arbejder i Afrika og med frugt. Og ehm, hvordan er det, de forholder sig til arbejdstagerrettigheder og menneskerettigheder og hvordan er det, de sikrer den her udvikling igennem handel?

I: Ja. Så det er på jeres initiativ og ikke på deres eller hvordan?

L: Jamen altså, jeg ved jo, at Froosh jo er meget aktive, så de kommer også meget ud, men lige i den sammenhæng, der var det på vores initiativ fordi de var nye medlemmer og jeg havde afholdt et møde med hende for at blive klogere på hvordan de arbejder. Og så tænkte jeg: Okay, det kunne faktisk være en interessant vinkel, for hun har meget fokus på kommunikationen og public affairs,

så det var faktisk på vores initiativ, at vi sagde "det der kunne vores medlemmer få noget ud af at høre."

I: Ja.

L: For det er ikke nødvendigvis det, man beskæftiger sig mest med herinde. Så taler man om 'okay, hvad kan vi gøre i forhold til leverandørkæden og hvordan sikrer vi større transparens og'... Ehm.. Men kommunikationsdelen er ikke altid en del af det og så ligger opgaven typisk også i en anden afdeling. Så har de her store virksomheder en kommunikationsafdeling og en CSR-afdeling, og de to ting er adskilt og så engang imellem får man kommunikeret noget ud omkring det. Hvor jeg synes, at Froosh gør det mere på en anden måde. Der er det meget mere integreret.

I: Ja.

L: Og det var i den sammenhæng, at jeg tog initiativ til det. Men jeg ved, at Anna kommer ud til universiteter, andre virksomheder og sådan noget som TedEx og fortæller hvordan det er, de arbejder. Så det er ikke fordi, at de ikke kommer ud.

I: Okay. Men I har ikke haft noget hvor at.. Altså, sådan større samarbejder med f.eks. Froosh og nogle NGO'er? Altså, det har kun indtil videre været det foredrag dér?

L: Jamen, altså vi har faktisk inviteret Froosh ind i et samarbejde. Det var noget, der skulle gå ret hurtigt og det var i forbindelse med noget oplysningsbevilling sidste år. Fordi de netop arbejder som de gør og de har transparensen, og vi prøver at koble os til nogle virksomheder som har transparensen. Og det vi faktisk besluttede os for, var at invitere dem indenfor og invitere Peter Larsen kaffe indenfor, og begge partnere ville ligesom gerne, men det blev også bare et stort projekt, hvor vi også måtte se hinanden i øjnene og sige 'okay, det her er måske ikke.. hvis vi skal gøre det, så skal vi bryde det op.' Så det er noget, vi kommer til at kigge nærmere på nu her. Jeg ved, at Anna er interesseret i samarbejder, der kan.. hvad skal man sige.. 'skubbe dem udover rampen'. Det er vi slet ikke afvisende for. Sagen er bare den, at de første er kommet med sidst på året og der har man også årsberetningen, som vi sidder med og vi sidder med en anden rapport, så tingene hænger også sammen.

I: Okay.

L: Men bortset fra det, så får vi vores medlemmer til at rapportere til os årligt.

I: Ja.

L: Og sidste år udgav vi en rapport for første gang, som hedder 'state of ethical trading'. Og det er sådan en temperaturmåling på etisk handel i Danmark, men baseret på vores medlemmers rapportering til os.

I: Okay.

L: Og det bliver sådan en tilbagevendende begivenhed, så det gør vi igen nu her og vi sidder med rapporten, så lige nu sidder vi heller ikke og fyrer en masse arrangementer af. Det gør vi selvfølgelig også, men der skal bare være sammenhæng i tingene. Men den rapport, den bidrager de (læs: Froosh) til.

I: Ja, okay.

L: Så på den måde bruger vi jo også dem, men det er jo ikke nødvendigvis mødet som sådan, men mere sådan en 'hvordan kan vi få kommunikeret ud, hvordan det står til med etisk handel i Danmark og hvordan ser det ud hos Froosh?' og så får vi nogle statistikker fra dem og så laver vi sådan en aggregeret rapport, hvor vi siger 'okay, vi kan se, at der er de her tendenser'.

I: Okay. Hvad ville du så sige, at jeres rolle var i forhold til Froosh? Altså, er det sådan en mentor rollen eller det en samarbejdspartner sådan fuldstændig ligeværdigt eller er det sådan...?

L: Altså, jeg vil ikke kalde os en mentor. Men vi er en organisation, der kan facilitere og bygge bro på tværs af sektorer. Og det er interessant for Froosh at være medlem her, fordi vi også samarbejder med alle detailvirksomhederne. Og for dem, tror jeg også at det er vigtigt at vide 'okay, hvad er det detailvirksomhederne er optagede af?' Så selvfølgelig handler det ikke bare om at drikke kaffe (griner) og finde ud af hvad Froosh's problemer er, men hvad foregår der egentlig på markedet og hvordan kan vi tage del i det?

I: Ja.

L: Og hvis Froosh f.eks. ved, at Dansk Supermarked eller COOP nu øger fokus på bæredygtighed, så kan det også være, at der er en større flanke for dem end de har haft tidligere. Og det tror jeg også, at vi bliver brugt til.

I: Okay, men det er ikke noget, I gør jer så meget i indtil videre eller hvad?

L: Ehm, hvad for noget af det?

I: Altså, at facilitere med detailhandlen. For jeg har snakket med chefen for drikkevarer i bl.a. 7-Eleven og hun sagde, at de havde et rigtig godt forhold til Froosh, men at for tiden var der ikke så

meget 'go' på marketing f.eks. Og så var det jeg tænkte på, at der måske også fra jeres side pt. ikke lige var så meget 'run' på eller hvad man skal sige med samarbejdet?

L: Nej, altså overhovedet ikke. Vi prøver at nå så bredt ud til vores medlemmer som muligt, så når vi f.eks. inviterer... Altså, nu holder vi et møde omkring.. Den 25. april lancerer vi den der rapport og så handler det om XXX i landbrugs- og fødevarerektoren. Der er jeg ganske sikker på, at hun tropper op. Og dér er det hele branchen. Så selvom det ikke lige er Froosh, der er fokus på, så er det sådan at vores medlemmer også bruger hinanden til at vidensdele og søge inspiration. Og det er jo typisk også sådan, at hvis du har en problemstilling indenfor frugt, så kan du også have lignende problemstillinger indenfor grøntsager.

I: Ja ja, selvfølgelig.

L: Og de problemer... ehm, udfordringer, som Froosh har - vi ved, at der er nogle af vores medlemmer, der har de samme udfordringer på appelsiner i stedet for. Så på den måde handler det også om at skabe en platform, hvor vi er med til at inspirere og få fokus på nogle problemstillinger og så kan det godt være, at det ikke lige er i Afrika, men Froosh står overfor de samme problemstillinger som nogle af vores medlemmer gør i Italien f.eks.

I: Ja, okay.

L: Ehm.. Men vi har jo mange medlemmer.. Det er jo ikke sådan, at vi sidder én til én. Jeg har ansvaret for detail og NGO'erne. Det er primært dem jeg har kontakten til. Men vi har efterhånden bare rigtig mange og det vi gør er, at vi afholder arrangementer henover året og så skal vi sørge for, at alle vores medlemmer er dækket ind. Og så laver vi sådan en plan og har noget i pipeline og så sørger vi vores medlemmer om de har lyst til at byde ind med noget eller hvad foregår der hos dem. Er der noget, et eller andet research som de gerne vil være med til at dele. Så det er sådan vi arbejder.

I: Okay.

L: Men altså... Jeg har indtryk af.. Altså, Froosh har jo ret med transparens i deres produktion, så de ved godt hvad det er, der foregår på de farme, som de arbejder på. Det er i hvert fald mit indtryk.

I: Ja, altså... Jeg vil så sige både og, fordi jeg har snakket med Froosh om, at de er meget klare i deres kommunikation om, at de f.eks. gerne vil have 50% af deres frugt kommer fra udviklingslande, men samtidig vil de også gerne dække sig selv ind og siger 'jamen, vi kan ikke specificere 100% hvor vores frugt kommer fra, for hvis nu at, hvis der sker en eller anden pest i

høsten, så er vi nødt til at være dækket ind i forhold til at have lidt mere udsprede underleverandører.' Så de har jo ikke 100% overblik over hvor deres ting kommer fra.

L: Ehhhhm... Altså, jeg håber da at, de ved... Altså jo, så kan det godt være, at der er et problem i Malawi, men så må de få den frugt et andet sted fra. Og det tror jeg er.... Jeg tror ikke du finder nogen virksomheder, der ikke arbejder på den måde. Og det er fordi, at man skal sikre, at der er en konstant supply. Og så gør man måske det i en periode indtil man får opretholdt eller... får opbygget en produktion igen. Så det tror jeg egentlig er meget typisk. Jeg har siddet i COOP og det var også sådan, det foregik dér.

I: Okay.

L: Og det er ikke fordi man nødvendigvis synes, at det er sjovt at gøre det på dén måde, men i sidste ende så handler det om, at hvis man skal kunne bevare en relation til en leverandør og de ikke kan levere varen, så er det, at man må finde den vare et andet sted. Og så finde ud af, hvor hurtigt kan man komme op og køre igen. Så det tror jeg er meget almindeligt indenfor fødevarebranchen.

I: Okay. Så du har ikke sådan nogle anbefalinger til ting, de kunne gøre bedre eller i forhold til at skabe mere bæredygtig udvikling?

L: Ehhh, ikke i forhold til hvis produktionen ikke er der... Altså, fordi det der også sker det er... Og nu kan jeg kun tale af erfaring og jeg har arbejdet i Kenya. Og sagen er, at der også er klimaforandringer. Og pludselig så regner det bare ikke og så ødelægger det høsten eller også er der ingen høst. Altså, der er nogen ting, som.. Altså, du skal simpelthen ikke styre udenom det. Du kan ikke planlægge dig ud af det. Men det man kan gøre, det er, at man har en plan b og det vil være min eneste anbefaling for at sikre, at du i hvert fald har et produkt, der kommer på hylden. Og så sørger for 'okay, hvor hurtigt kan vi få den her produktion op og køre igen? hvad er realistisk?' og så indgå i en dialog med sin leverandør. Det vil være min bedste anbefaling, hvis man stod... Og selvfølgelig er... vil det altid være i alles interesse, at man fandt en leverandør som handlede bæredygtigt eller havde en bæredygtig produktion, men det bare ikke altid muligt. Om det er muligt hos Froosh, det kan jeg ikke sige noget om. Men nogle gange tror jeg også bare, at man skal være mindre idealist og mere pragmatisk omkring det.

I: Ja.

L: Så det vil være min anbefaling. At indgå i dialog og så få det op og køre så hurtigt som muligt, og så have en realistisk tilgang til det.

I: Okay. Har I nogen indflydelse på hvordan Froosh driver deres virksomheder? Altså, kan I sige til dem, at 'det her synes vi ville være bedre' eller... Altså, kan I komme med.. ehm.. hvad skal man sige...

L: Altså, det vi kan gøre er, at vi i hvert fald kan komme med nogle anbefalinger. Eller vi kan sige 'vi kan se, at der er et problem her' eller... Og så er det ikke kun Froosh, så kan vi se, at der er et generelt problem i industrien.

I: Okay.

L: Og det vi har gjort på kaffe f.eks., for det er et eksempel på en måde vi arbejder på...Så indkalder vi hele kaffe branchen. Den danske kaffe branche.. kaffe sektor. Og så prøver vi at kortlægge hvad det er for nogle problemstillinger, der eksisterer i branchen og igennem hvilke tiltag har BKI gang i eller hvilke tiltag har Peter Larsen Kaffe gang i. Og så får vi lavet en lille rapport på dét. Og så er tanken jo, at man bliver inspireret af konkurrentens måde at arbejde på. Og det her.. Vi beskriver jo også DIEH som sådan et pre-competitive marked, ikke? Altså, vi begraver lige stridsøksen, ikke? (griner) Og man taler heller ikke om pris eller indgår aftaler.. underhåndsaftaler. Det gør man ikke. Det er et sted, hvor man kommer ind og siger 'det er de her problemer, vi har' og vi oplever også, at vores medlemmer er ret åbne og konstruktive omkring det, fordi det er noget, der gør sig gældende i hele industrien. Så vi kan ikke komme med andet end anbefalinger. Vi kan ikke sige til Froosh 'I skal gøre sådan og sådan, det kan vi ikke. For vi er jo ikke ansatte i Froosh og vi har heller ikke nogen beslutningskraft i Froosh, men vi kan jo være med til at påpege, at der er de her problemstillinger og vi kan også være med til at påpege, at der er de her løsninger og så har vi typisk også nogle værktøjer, hvis der er behov for dét. Men om man så siger 'go' eller 'no-go', det er op til Froosh i sidste ende og sådan er det med alle vores medlemmer.

I: Okay. Så du vil sige, at kommunikationen imellem jer, er meget sådan åbne og.. Altså sådan.. afslappet.

L: Ja ja, det er den. Og så er der jo selvfølgelig også en fortrolighed, ikke?

I: Jo, selvfølgelig.

L: Ja ja, så vi ved godt hvad der foregår. Vi ved også godt, hvad der foregår i COOP. Vi ved godt, hvad der foregår i Dansk Supermarked. Og så mødes man hér og taler om nogle af de konkrete problemstillinger, men jeg går ikke videre... Jeg fortæller ikke nødvendigvis COOP, at 'nu skal I høre, Dansk Supermarked sidder med den her strategi.' Det gør man bare ikke.

I: Nej nej.

L: Men jeg har bred indsigt i, hvordan de arbejder og hvordan de... har overvejelser i forhold til deres strategier og hvor det er, de gerne vil ind og hvor det er, de trækker sig lidt igen. Og der er virksomheder jo forskellige, men her handler det primært om at tale om de her problemstillinger. Og det behøver ikke altid være sådan. Nu har COOP jo et kaffe-risteri, som de har etableret i Kenya for at kunne handle direkte med en farmer dernede og så skærer man 25 og op til 125 lire af den leverandørkæde og det betyder, at man kan handle direkte.. At man kan give en større pris til dem, man handler med og i sidste ende så har COOP og andre supermarkeder mulighed for at aftage den her kaffe til en billigere pris.

I: Ja.

L: Det synes jeg er udvikling igennem handel. Hvor man siger 'de her fordyrende mellemlid, dem skal vi af med' og det vil så typisk gøre... Nu gør vi det her i maj.. Så inviterer vi COOP ind til at fortælle om det her kaffe-risteri og omdrejningspunktet er selvfølgelig, at 'der foregår så meget indenfor kaffe-sektoren, men vil I ikke fortælle om hvordan I har løst den opgave?' og 'hvilke udfordringer står I overfor i etableringen af det her risteri'?

I: Ja.

L: Så det er lige så meget for fokus på problemerne og så konstruktive løsninger og vidensdelingen. Jeg tror, dét må være nøglebudskaberne. Og så er der generelt sådan en forståelse. Blandt NGO'erne og virksomheder, at her der taler man konstruktivt og... det er ikke sådan et sted, man kaster med mudder.

I: Nej.

L: En anden måde, vi også arbejder på det er, at vi ved, at nogle af vores medlemmer sidder med nogle CSR-strategier og politikker... Ehm. Og så sender de dem forbi os og så kommenterer vi på dem og sender tilbage. Og vi inviterer også vores medlemmer ind og så sidder de med en strategi og så kommer de herinde, og så inviterer vi andre fra samme branche til at komme ind og kommentere på deres strategi. Vi kommer til at gøre det med Leo Pharma nu her og vi har gjort det med Dansk Supermarked. Så kommer branchen ind og kommentere på, hvad de skal være opmærksomme på. Fordi... Det er i alles interesse at få 'hævet baren'. Så kommer Leo Pharma til at gå tilbage og overveje de kommentarer og bekymringer, som der måtte være og så kommer de tilbage igen i juni og så præsenterer de den mere færdige strategier for en større gruppe af stakeholders.

I: Ja okay.

L: Så vi er også med til at facilitere den der stakeholder management og vi har den kommunikation ud mod de her ret store, toneangivende virksomheder, som gør, at det er muligt for vores medlemmer at få skabt sig en kontakt. Så vi arbejder på forskellige måder og det afhænger selvfølgelig også af, hvad vores medlemmer har brug for og hvordan de gerne vil arbejde og... Der er forskellige ting, der gør sig gældende.

I: Ja.

L: Så det vi har meget fokus på, det er at få inddraget dem (læs: medlemmerne) så meget som overhovedet muligt. Så når vi laver et arrangement, så gør vi det ikke bare fordi, så gør vi det fordi, at vi kan få DONG Energy med, eller Froosh med, eller... Ja.. Og som har noget interessant at sige og noget viden, som de gerne vil dele ud af.

I: Ja, okay. Sådan helt lavpraktisk: Hvordan kommunikerer I? Altså, er det per mail eller kun møder, eller er det, at man ringer?

L: Altså... To gange om året har vi noget, der hedder 'Medlemmernes Dag' og så har vi fire eller fem, der ringer ud og vi har ansvaret for hver af vores grupper. Og der vi skal... Altså, vi sender selvfølgelig en mail på forhånd og orientere dem om, at den her dag der ringer vi til dem og vi har 'de og de spørgsmål' og at samtalen kommer til at tage cirka 10 minutter. Og så ringer vi dem op og så får vi sådan en 'nå, men hvordan synes du det går? hvordan står det til hos jer? er der noget, du synes eller jeres organisation synes, vi skal have mere fokus på? er der nogle arrangementer, I savner? hvad synes I går godt, hvad synes I går mindre godt?' Det gør vi to gange om året. Og så har vi selvfølgelig de her morgen-briefinger og konferencer. Men det starter jo med, at vi sender en mail. Og så vil man ellers spørge om de har lyst til at deltage i et panel.. Og så får man en tilbagemelding og så ringer man dem op.. og inden mødet, der mødes vi også med dem.

I: Ja, okay.

L: ... Hvor vi snakker om 'hvad kommer det til at handle om?' og 'hvad er slagets gang?' Og jeg vil sige.. Det afhænger jo også af, hvor stort det møde er... Om det er en konference eller et lille møde. Og så går vi jo bare til rigtig mange møder og dem her 'CSR familien', den er altså ikke særlig stor. Nå men 'nu mødes familien igen' til forskellige konferencer, så typisk oplever jeg også, at et møde kan komme i stand fordi man sidder til en konference f.eks. hos Dansk Industri og så kommer til at tale om noget og 'ja, det kunne faktisk være interessant at undersøge det' og så ruller den ligesom derfra. Så man møder dem i forskellige sammenhænge og så kommer de herind til et møde, hvor de ikke nødvendigvis er oplægsholdere, men bare deltager og så falder man i snak og så kommer der et

møde ud af dét. Så jeg vil sige, de der faste 'Medlemmernes Dag' to gange om året, ad hoc møder og så per mail.. Og når vi ellers ses ude i byen... Men DanWatch, kender du dem?

I: Ja.

L: Hvis de f.eks. lancerer en rapport, som har relevans for fødevaresektoren eller det offentlige, så plejer vi også lige at orientere vores medlemmer. 'Nu er den her rapport kommet' og hvis der er nogen, der er blevet nævnt i rapporten, så spørger vi dem, om de har behov for, at vi lige sætter os sammen med branchen og indkalder til møde. Så det er også en måde at gøre det på, hvis der er en konkret sag.

I: Ja.

L: Og ellers så sørger vi også for at holde branchemøder herinde, f.eks. med detail. Og det er igen at forsøge på at 'hæve baren' på tværs af industrien.

I: Ja.

L: Så det er forskellige måder at arbejde på.. Men vi ses meget med vores medlemmer. Og vi har også haft rigtig mange arrangementer. Jo flere arrangementer, vi har som de synes er interessante, jo mere ser vi til dem.

I: Ja... Men jeg tror nogenlunde, at det var dét, jeg ville spørge om... Det, jeg gerne ville have svar på.

L: Okay.. Så fik jeg lige gennemgået dine spørgsmål her... (griner)

I: (griner)

L: Nå, ja. (læser op af spørgsmålene) 'hvad er DIEH's overbevisning i forhold til 'Trade, not Aid'?' Altså, jeg vil sige.. Nu arbejder vi for etisk handel i globale værdikæder, så omdrejningspunkter er hvordan vi handler. Og DIEH's overbevisning omkring trade fremfor aid.. Altså, det afhænger jo også af, hvilken situation, du står i... Altså, hvis du står med syriske flygtninge og bomberne falder, så ved jeg da, at både jeg, men også organisationen allesammen er enige om, at dem skal man støtte op om på bedste vis og hvis det betyder, at man skal smide mad ned fra en flyver for at de kan få noget at spise, så er det dét vi gør.

I: Ja.

L: Men det er den der kortsigtede hjælp. Relief... (griner) Og trade er mere langsigtigt. Og det er også dét, vi arbejder ud fra. Det langsigtede perspektiv. Men for mig at se, så er det ikke så sort og hvidt. Det kommer an på hvad er den konkrete kontekst.

I: Ja, det er bare mere i forhold til Froosh, hvor Froosh går meget op i, at de gerne vil handle med udviklingslande fordi de mener, at de skaber en bæredygtig udvikling på sigt, men samtidig så synes jeg også, at.. Okay, de handler med nogle mellemmand, som handler med nogle frugtplantager, men hvor går det fra at være ren handel til at blive social ansvarlighed til at skabe.. Altså.. Jeg har svært ved at finde det direkte link mellem Froosh og bæredygtig udvikling, for jeg synes der er mange mellemled, der ligesom skaber støj...

L: Ja.

I: Altså, f.eks. så snakkede jeg med en af deres afrikanske plantager igår og han synes måske godt, at de kunne gøre mere for den bæredygtige udvikling.. Altså, være mere på shared value og value creation. Og det er dét, jeg synes er sådan lidt svært med det der 'trade, not aid' for selvfølgelig skal man gå ind for bæredygtig udvikling og tænke langsigtet, men der er også bare en masse underliggende 'issues' som ikke bliver taget lige så godt hånd om.

L: Altså, jeg vil sige.. For det første kan jeg godt lide hele den der 'trade, not aid'-tankegang. Og det var faktisk COOP, der var med til at drible det, hvor jeg sad som brand manager. Så jeg er stor fortaler for det. Men jeg vil også bare sige, at det er super komplekst at arbejde med, fordi at hvis du ikke har en tilstedeværelse i de lande, hvor du arbejder eller sourcer varer fra eller hvad det er, så vil det typisk foregå mellem sådan nogle mellemhandlere og det er også derfor, at jeg... Altså, man kan jo tale om, at der sikkert også kan være nogle faldgruber i dét, som COOP gør med det her kafferisteri, men jeg synes, at det... Det kunne jeg godt tænke mig at se mere af...

I: Ja, det vil jeg give dig helt ret i. Da du nævnte det, så tænkte jeg 'ja, det kan jeg bedre sætte mig ind i'.

L: Ja, men det er bare super svært at nå. Når du først du kommer derned... Du skal forstå... governance strukturen, hvad med korruption... Og så skal du have en mand 'på jorden' og det er dét, COOP har gjort. De har valgt at sige 'vi vælger at smide nogle penge i, at vi har en mand på jorden' og han arbejder for COOP. Han er dansker. Han rejser og han er i Kenya to uger af gangen, og så tror jeg måske lige, at han kommer tilbage til COOP. Og så er han dér i tre dage og så flyver han tilbage til Kenya. Han har en familie, der bor i Danmark. (griner) Du skal have en mand på jorden, som du har tillid til og som kan facilitere de her ting... Ehm.. Og det kræver også, at man siger 'vi er in it for the long haul'.

I: Ja.

L: Men hvis vi snakker værdiskabelse, så tror jeg på mere af det... Det kunne jeg godt tænke mig at se mere af... Men det er det lange seje træk og dét skal man være indstillet på og man skal have pengene til at bakke op om det.

I: Ja.

L: Jeg ved, at TOMS gjorde sig nogle overvejelser om det samme i sin tid, men det kunne simpelthen ikke lade sig gøre sådan ret logistisk mæssigt i forhold til hvor de fik deres kakaobønner fra, som var langt ude på landet... Ehm.. til så at bygge en fabrik ude i Kenya og Ghana og få uddannet de mennesker, der arbejder på.. Det er bare super omkostningstungt.

I: Ja, for jeg spurgte nemlig Anna dér 'jamen hvorfor er det, at de godt kan høste frugten og lave den til puré, men de kan ikke fylde den på flasker?' Altså.. hvorfor bliver det hele ikke bare gjort i Afrika og så sendt ud i Europa til de forskellige detailhandlere? Og det siger hun, at de fabrikker de findes altså bare ikke.

L: Nej.

I: Så der er selvfølgelig sådan rent praktisk rigtig mange ting, der er lidt svære, ikke?

L: Ja, men det er helt rigtigt. Fabrikkerne findes ikke og det er ikke bare lige... Nu ved jeg ikke engang hvad det kommer til at koste COOP, men det er mange mange millioner.

I: Ja.

L: At få det her i stand.. Men de gør det selvfølgelig også fordi de tror på, at de længere 'down the line' om nogle år kan 'break even'. Ehm... Og det kan de også, for kaffe er et produkt, der bare boomer og særligt fordi du har en voksende middelklasse i Afrika. Og det er der så sjovt nu når vi taler om kaffe, det er at meget af det bliver produceret i Afrika, men de fleste afrikanere er te-drikkere. Og i takt med at folk får flere penge mellem hænderne, så er det ikke bare de der basisprodukter, man køber, men så begynder man også at investere i nogle luksusvarer som kaffe jo egentlig er. Og så skaber man et univers omkring dét. Men det gør man kun fordi, at man kan se, at den her vare den 'boomer' altså... Og hvis vi skal sikre en forsyning til COOP på sigt, så er vi simpelthen nødt til at lave en investering. Men det kan du jo kun.. Altså, COOP gør det fordi de er en kæmpe detailkæde og de er organiseret som de er, og Froosh er svensk og du kan slet ikke sammenligne Froosh og COOP.

I: Nej nej, absolut ikke.

L: Det er en helt anden økonomi, man taler om... Så.... Jeg tror man kommer til at se mere af det på sigt.. Altså, særligt det der med at etablere fabrikker fordi man kommer til at se et voksende

marked i Afrika syd for Sahara. Men om det bliver danske virksomheder, der etablerer fabrikker - det ved jeg ikke. Så jeg tror, man kommer til at se mere af det på sigt, men det er bare super omkostningstungt.

I: Ja.

L: Og så længe det er sådan, så kommer du stadig til at have de der mellemhandlere for det er dem, der sidder på de der... Altså, jeg tror nogle af dem sætter sig endda bare op på en motorcykel og så kører de ind til byen og de her farmere, de har heller ikke logistikken eller transporten til at kunne køre de her grøntsager nogle steder hen. Og så længe det er sådan, så kommer de til at eksistere.

I: Ja, men...

L: Og så kan man tale om hvorvidt den måde, de arbejder på de der mellemhandlere for de ved, at de der farmere er afhængige af dem og hvorvidt den måde de arbejder på er bæredygtig. Om det er hensigtsmæssigt. Og det tror jeg i 9 ud af 10 tilfælde, at det ikke altid er.

I: Men så ville det ligesom også være fair nok, hvis man kommunikerede dét klart og tydeligt ud, at 'vi gør vores bedste for at skabe bæredygtig udvikling, men vi har de her og de her forhindringer, som gør at vi ikke altid kan opnå 100% bæredygtighed. Men så synes jeg bare, at det sådan lidt nemt for en virksomhed som Froosh at sige 'jamen vi har så god dialog med alle de her frugtplantager og alt muligt', men der er bare ikke som sådan.. Altså, det er nemt nok at sige det, men hvis der ikke ligger de kræfter bag, som der kræves, så falder det bare lidt til jorden. Altså, så forsvinder troværdigheden lidt.

L: Men det tror jeg også... Nu skal du huske på her, hvem er det du kommunikerer til? For når du kommunikerer ude i butiksrummet, så har du meget lidt plads at kommunikere på og Froosh.. jeg tror ikke engang de har en stand. Altså, det de kan, det er at de kan skrive noget på deres label. På selve produktet. Og hvis du så er interesseret, så kan du gå ind på deres hjemmeside og finde ud af 'okay, hvordan er det de arbejder? hvad er det for nogle tanker, der ligger bag den måde, de arbejder på og hvor er det, de gerne vil hen? hvad er deres ambition?' Men du er jo kun optaget af det, fordi det lige har fanget din.... Altså, med al respekt, det har fanget din interesse. Men hvis du tænker på Hr. og Fru. Jensen. De er jo ikke nødvendigvis optagede af dét. Og så er det jo rigtig svært og det er heller ikke nogen nem historie at fortælle.

I: Nej, absolut ikke.

L: Og jeg huske det, da jeg var i COOP, hvor vi besluttede os for at arbejde med bæredygtig kakaoproduktion og det vi gik ud sagde var, at 'der findes børneproduktion i den chokolade, som I

kan købe i COOP's butikker og det som undrede mig helt vildt meget det var, at vi havde en hel masse danskere, som skrev til os at 'hvordan kunne vi overhovedet forsvare at sælge den chokolade i COOP's butikker'. Men der var vi sådan lidt 'jamen hør her, hvis nu vi ikke... Nu var vi bare åbne omkring hvad det er, vi kommer til at gøre... Altså, de her problemstillinger findes uanset set om vi går ind i det eller ej, og det vi så kan vælge at gøre, det er at sige 'jamen, vi er faktisk en del af problemet og derfor vælger vi at gå ind i det.' Det er rationalet, der ligger bag.

I: Ja.

L: Men... Altså, selvfølgelig får man de der henvendelser, men der er også rigtig mange som ikke lader høre fra sig. Så det er bare rigtig komplekst og hvordan skal du lige forklare det ude i butiksrummet? Det gør du ikke. Men det du gør, det er du siger 'jeg vil rigtig gerne deltage i konferencer og generalforsamlinger.. Bruge alle de der platforme, der er til at få fortalt 'den store historie'.

I: Ja.

L: Og jeg tror også, at man skal huske på.. For det første, så koster det der space (læs: i butiksrummet) rigtig mange penge og for det andet, så bliver folk bombarderet med indtryk og folk har travlt, så hvornår er det lige præcis, at du vil kommunikere den historie ud... Du kan bruge dit produkt og du kan måske bruge væggene i butikkerne, men.. Det er ikke nemt.

I: Nej.

L: Så det tror jeg bare, du skal huske på. Du har måske dannet interesse for noget bæredygtighed og så begynder du at dykke ned i nogle ting og stille nogle spørgsmål, men forestil dig, at du er din mor. (griner) Altså, og det er også sådan jeg typisk tænker, når jeg skal kommunikere. Så tænker jeg 'okay, det her jeg skal kommunikere, det skal være så min mor også kan forstå det'. Og det skal være sådan, at en person der aldrig har beskæftiget sig med bæredygtighed eller CSR kan forstå den her historie. Og hvis du begynder at tale om kompleksiteter og mellemhandlere og underleverandører og folk, der ikke bliver behandlet ordentligt og bruger ord som menneskerettigheder og arbejdstagerrettigheder, så mister du rigtig mange.

I: Ja ja.

L: Og den historie, der er til at forstå det er at 'vi vil gerne bidrage til en bæredygtig udvikling af afrikanske landmænd eller... (griner) Så bliver det bare den der meget forsimplede version. Men det er jo ikke ensbetydende med, at man ikke har en ambition om, at det skal være større, men man må bruge den platform, man nu har og de ressourcer, man nu har til at gøre det.

I: Ja.

L: Jeg håber det giver mening.

I: Jamen det gør det 100%. Det er fint. Ja, men ehm.. tusind tak fordi du lige havde tid til at tale...

L: Ja, jamen det var så lidt. Jeg håber du kunne bruge det til noget. Og ellers må du jo bare lige skrive, hvis der er noget, du skal have opklaret.

I: Yes, tusind tak skal du have.

L: Okay, fint. Hav en god dag.

I: Tak, hej.

L: Hej.

## A.2: Qualitative content analysis of the interviews

*In the following, the five different interviews have been categorized according to the reoccurring themes that appear, when reading the transcription. The first column 'theme' gives a brief idea of what that particular category is about. The second column 'major/minor category' tells something about how often that particular theme is mentioned in the interview and thus whether it is a minor or major topic. If it is only mentioned once or twice, it is minor. Anything above two is considered to be a major topic. The last column 'quote' gives some examples from the interview transcript in order to concretize what that particular category include.*

### Interview with Froosh

Theme	Major/minor category in terms of frequency	Quote
Not able to see internal material	Minor - appearing twice	'But the internal.. That is something that we keep internally (...) That is not something that we communicate publicly.' (pp, 1)
The great importance of their external material such as good press coverage	Major - appearing ten times	'But luckily, over the last couple of years we are getting more and more press coverage, because people think it's more and more interesting.' (pp. 2)
Froosh will not pay for advertising	Minor - appearing once	'My policy is that everything we are talking about, I won't pay anything for (...) So it's not marketing (...) So it's only interesting for us if the journalist thinks it's so exciting that they themselves choose to talk about it.' (pp. 1)

Froosh do not do CSR per se - instead it is a higher social mission	Major - appearing four times	'But it's not CSR. It's a higher political mission (...) That people then call it CSR, fine by me.' (pp. 2)
Froosh is however interested in connecting their CSR with the brand	Major - appearing five times	'I would of course also be vexed about if people didn't see the connection (re: between the 'higher mission' and Froosh) (pp. 3)
Froosh cannot say with 100% certainty where they are sourcing fruit from	Major - appearing seven times	"It would be a mistake to write on our website that it comes specifically from there and there... We can say that it most likely comes from ..." (pp. 4)
Froosh focuses on a lot of social 'issues'	Minor - appearing once	'In Froosh we are fighting a lot of battles. (...) Stop food waste (...) Glass bottles so it's recyclable (...) Ensure long shelf life without adding preervatives.'" (pp. 4)
Froosh's external CSR-communication is primarily to give the fruit farmers a voice	Major - appearing eight times	'We want to keep the communication at a certain soberly level. We owe that to all those plantations that we work with, because they perceive us as their spokesperson.'" (pp. 5)
Froosh continuously visit the fruit farms to maintain an open informal dialogue	Major - appearing seven times	'We go visit them. We go down there and work and learn about the different processes and live on the plantations. (...) It's a enormous one-on-one communication (...) Monday morning after coming home from Guatemala, I can just write them an e-mail.'" (pp. 5)
Froosh is highly participative with their customers	Minor - appearing twice	'We give them a book. We show them our movies (...) We take them on trips (...) Maybe we would do a competition, a sales-competition or something, where they can win a trip.'" (re: to the fruit farms) (pp. 6)
Froosh is doing consumer surveys in order to know the consumers' perception of the brand	Major - appearing three times	'We do consumer surveys, absolutely. Around the entire brand. You know... Whether they know it, if they think it tastes good and bla bla.'" (pp. 7)
It's not important for the fruit farms to be acknowledged as Froosh's suppliers and 'get a share of cake'	Major - appearing four times	'It's not important to them that it's exactly their name on e.g. the website. It's important for them that some of the positive stories about plantations changing people's life is communicated publicly.'" (pp. 8)
Froosh does not participate in any of the supply chain processes. They only buy the end-product	Major - appearing six times	'We don't own any factories. We buy the products. (...) What we do is that we control the entire process so to speak and then we buy the end-product.'" (pp. 9)
Froosh has no strategy per se for supply chain management.	Minor - appearing twice	'I: So how do you control the process? How can you make sure that ... A: That's supply chain (re: department). We have six people working 100% on that. (...) They visit them all the time.'" (pp. 9)

No CSR-rapporting or strategy to ensure compliance	Major - appearing five times	'It's a higher political mission (...) And in terms of reporting and so on, then... We focus on those things that create value and I don't also think that it (re: reporting) does.'" (pp. 10)
No internal strategy to ensure uniformity in their work	Minor - appearing once	'No, we don't actually have that. We have had meetings every two weeks for years. (...) Alex, who is Nordic marketing coordinator sits right next to me, so we have a really close teamwork. (pp. 11)
No written CSR-strategy	Major - appearing five times	'If you are looking for a 100 pages long CSR-strategy, then it's Danske Bank or Mærsk you want. (...) It's (re: CSR) what we work with every single day. So... write it down? 'Go into my e-mail inbox', you know?'" (pp. 11)

### Interview with the employee

Theme	Major or minor category	Quote
Daily communication through e-mail, Skype and meetings	Minor - appearing once	'We're Skyping or talking through the phone every day and we email all the time.' (pp. 1)
They are free to work as they wish. No specific strategy or framework to work from	Minor - appearing once	'It's a lot of responsibilities, but also a lot of freedom to try and communicate our message wherever we find suitable. So it's not like we have a framework that we have to go through.'" (pp. 2)
Small teams and close teamwork	Minor - appearing once	'It's twelve people in the Stockholm-office and in total with the sales forces it's about twenty people. So people are working very together, but individually.'" (pp. 2)
The most essential part of CSR is how Froosh can give back and make a difference. And doing it because they want to, not because they have to	Major - appearing four times	'So to define CSR for me, it is very much about how can this company to its best efforts make a difference? And also surely believing in this difference. I really don't believe in that type of CSR who donates money to different causes just because they have to 'tick it off' on their paper.'" (pp. 2)

The internal CSR-communication is paid fruit farm trips and external material	Major - appearing four times	'Everyone who works in Froosh is welcome to join a fruit farm trip (...) That was kind of a request from many of our employees like 'how do we communicate 'trade, not aid' in like a minut?' So what we did was that we created this animation movie for our employees to show it to our clients.'" (pp. 3)
No written strategies as it forces a certain level of formality	Major - appearing three times	'We're truly not believing in having a CSR-strategy that forces a certain... formalia. Usually those are something that has been decided on a higher level and we need to have something that is CSR 'just because'.'" (pp. 3)
Not so concerned about ensuring compliance and uniformity in their work	Major - appearing three times	'That's kind of a risk we're taking. When we are inviting all of our staff to go on these trips, then the problem solves itself. We don't have to tell them anything, we don't have to make them (...) So that's our strategy. Send out our staff and let them see for themselves.'" (pp. 4)
Very close relationship and open dialogue with the fruit farms	Major - appearing three times	'We have a pretty close relationship to the fruit farms, so we are very open with the work we do and we share all the attention, we get from doing these trips.'" (pp. 4)
Very open dialogue with those suppliers/intermediaries that are interested	Minor - appearing twice	'And for the suppliers who are most interested, we have the same dialogue.'" (pp. 5)
It is the suppliers that select the fruit farms initially, not Froosh.	Minor - appearing twice	'Once we have the contact we're very much in contact with them (re: the fruit farms), but we have found our fruit farms through our suppliers.'" (pp. 5)
When communicating with the fruit farms, Froosh e-mails the person in charge and relies on them to pass the message along to the workers	Minor - appearing once	'We would e-mail. Due to the time difference, it's always easier to e-mail them. (...) We have different kinds of contact persons in the different farms. I: And then they make sure to pass it along or? E: Exactly.'" (pp. 5)
No strategies or quality control for ensuring uniformity in the products or compliance in the supply chain	Major - appearing three times	'I: How do you make sure that the external communication is properly understood and is being followed everywhere? Do you have any specific strategies? Do you have quality standards? Do you have any rules that the suppliers or the fruit farms have to follow? E: No, we don't.'" (pp. 5)

Froosh is 100% relying on their suppliers to buy ethically grown fruit	Major - appearing four times	'I: There must be some concern that the fruit is coming from plantations that is not doing these local initiatives? E: Well yeah, but that's where we are relying on our suppliers. (...) We don't believe in reporting or in being the big Western company going down to Africa or Southern America and say 'hey, this is the way it should be'. (...) We are not there to judge. We are not there to control. We don't do any reporting.'" (pp. 6)
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### Interview with fruit farm

Theme	Major or minor category	Quote
CSR is not just something that costs money. If you do it properly from the beginning, it can create more shared value for both them and the local communities.	Minor - appearing twice	'Traditionally, people look at corporate social responsibility as something you have to do and it's just something that costs you money. In reality and in our philosophy, if you really structure your business right and really from the start take social and environmental aspects into account, you can actually create more shared value as well.'" (pp. 1)
africaJUICE would like to create a situation, where the communities are empowered to make their own decisions and be more independent of companies and decide for themselves what to do with the value that is created.	Major - appearing five times	'We work with local farmers and we try and make them an inclusive part in our value chain, so they basically can improve the crops they are working with and they can improve their production and their income. (...) A very transparent way, where they can get a fair share of the value that is created from growing a certain fruit. (...) What we would like to is ultimate to create a situation where the community is almost empowered to make their own decisions around whether they want to build a school or a hospital or whatever.'" (pp. 2)
africaJUICE consists of a holding company in The Netherlands, which owns the company in Ethiopia that runs the farm and the factory.	Minor - appearing twice	'The mother company in The Netherlands is actually the main shareholder of the company in Ethiopia and basically the company in Ethiopia operates the farm and the factory and practically works with the community and the local farmers.'" (pp. 3)
The Ethiopian company harvest their own fruit, but they also purchase fruit from other small local farmers. The fruit is then processed and sold either locally or exported.	Minor - appearing twice	'So we purchase fruit from local farmers, we process them, we sell them either locally or export them.'" (pp. 3)

africaJUICE is not selling directly to Froosh, but through a German intermediary.	Minor - appearing twice	'We don't sell directly to Froosh, we sell to... Basically, a German company that delivers to Froosh. (...) They (re: Froosh) will buy that fruit mix ready to go and they then bottle it. (...) So we make passion fruit juice and our clients buy the juice. They also buy mango purée. They mix it and then sell it to Froosh.' (pp. 4)
africaJUICE has to fulfill some quality standards and take part in several audits. This is both in regards to the intermediary, but also organizations such as Fairtrade.	Minor - appearing twice	'If you have a business processing in Africa or wherever, then you need to meet some quality standards. (...) In our case, this is for example the Fairtrade organization. They come to our facilities, our plantations, our factory and basically do an audit and then they give us a certificate. So that's generally, but our clients themselves (...) they also come (...) and do their own audits.' (pp. 4)
africaJUICE has very clear strategies for their operations, but Froosh as opposed to some of africaJUICE's other ultimate customers, seems indifferent about it.	Major - appearing three times	'If I would say it very simplistically, I don't think Froosh really gives a toss whether we are Fairtrade certified or not. (...) If you for instance look at Unilever that also is one of our direct customers, they very much oversee that all of the ingredients they source come from sustainable sources (...) So in that respect, Froosh doesn't do any of that.' (pp. 6)
The communication between africaJUICE and their customer (re: the intermediary) is very open as both are interested in africaJUICE doing well.	Major - appearing three times	'We have a very open communication with them about ultimately making sure that we are successful. (...) They are interested in our products, but they realize that if we have technical problems or if we don't work well, ultimately they have a problem as well because they don't get quality products or they don't get the right volume.' (pp. 5)
africaJUICE does not have any direct communication with Froosh besides from two visits at their farm in the last five years.	Major - appearing four times	'We do have some direct communication with Froosh, but that's only really related to organizing Froosh's visits to our plantation and our factory. (...) Twice in the last five years, I think (...) But that's the limit of the communication we have with Froosh. (...) Once they leave, we don't have communication with them.' (pp. 5-6)
Froosh's approach to sustainability is too simplistic as merely trading with developing countries does not make them socially responsible or a part of sustainable development.	Major - appearing three times	'Froosh's approach to sustainability is greatly simplistic because you can't say 'I do good things because I source from a developing country'. That is very simplistic, but on the other hand, I also recognize that for them as a business that message is probably working for the moment. (...) It's all great and from a marketing perspective it works very well, but in reality (...) a lot of products sourced from developing countries actually don't do anything really for developing countries.' (pp. 6)

<p>In order for Froosh to make serious impact, they must change their view on their value chain. Froosh's profit margin is too big in relation to the profit margin of the farmer. The value must be more equally shared</p>	<p>Major - appearing five times</p>	<p>'The value chain needs to be seriously looked at in the sense that where the value actually is being taken in their activity (...) If you would look at how much margin we would generate and ultimately how much margin the local farmer makes from this small hektar of land compared to the risk that that person takes or that we take and say compare it to the margin that Froosh makes and the risk they take, I think there's a discrepancy (...) What really would bring sustainable impact is if the value is more fairly shared across the value chain, because that could really empower everyone to ultimately make their own better decisions. But at the moment, the value is not fairly shared.' (pp. 7)</p>
<p>africaJUICE is lacking feedback from Froosh. People don't remember Froosh's visits to the farms and once they leave, they are completely absent. Instead it could be a great opportunity for both africaJUICE and Froosh if they have more free and regular communication.</p>	<p>Minor - appearing twice</p>	<p>' I think there could be some opportunities maybe for us and maybe for Froosh, if Froosh would for instance think of a way to communicate back to us (...) If Froosh would feedback something (...) to the people they visit when they are here, that potentially would be more valuable. (...) It's almost like they're 'dipping in' and completely 'dipping out' and maybe that's just the way to do, but maybe it could be an opportunity for us AND for Froosh to maintain a more free communication.' (pp. 9)</p>

<p>Froosh's excuse for not sourcing consequently from specific farms is not valid. Their uncertainty towards their supply could be eliminated if Froosh would show more commitment in terms of pricing and long-term contracts.</p>	<p>Major - appearing eight times</p>	<p>'One of the things that would help africaJUICE and particularly the small farmers, we work with, is if africaJUICE for instance would have a longer term contract. (...) We don't have a long-term contract, because of the differences in price and no-one wants to commit to price (...) What would help our value chain all the way back to the local farmers was if there were a bit more stability. If we know that we can have so much volume of juice sold at this price over the coming three years, then that's when decisions can be made to accommodated our investments or the local farmers. (...) There's plenty of demand. Our problem is more our supply side. To make more farmers part of our value chain, capital is needed. (...) So if Froosh would pay in advance that creates the capital and that would have a real impact. (...) There's lots of ways the whole value chain can potentially work better, but it ultimately requires a commitment from companies like Froosh. (...) If the farmers, for whatever reason, can't supply, we will supply you. (...) So what Froosh is basically saying is that the insecurity of their supply forces them to be more flexible and don't commit, but the flip-side of that is that the non-commitment increases the insecurity of the supply. (...) If you don't make your supply chain more stable and more inclusive, they stay instabile.'" (pp. 10-11)</p>
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### Interview with the customer

Theme	Major or minor category	Quote
7-Eleven and Froosh have a good business relationship	Minor - appearing once	'Well, I think we have a good relationship with Froosh. I have nothing negative to say about that..." (pp. 1)
Froosh is a very small supplier. Under 1% of the overall beverage sale	Minor - appearing twice	'It's difficult for me to put a specific number on it, but it's not much. (...) Below 1%, maybe..." (pp. 1)
When communicating with Froosh, she e-mails them with smaller things and calls in case of more urgent matters	Minor - appearing once	'Well, it depends on what it's about. (...) If it's smaller things, e.g. whether we should do a new marketing initiative, then I would call them. But if it's more serious or urgent matters, e.g. if their sales numbers were too low (...) I would call them.'" (pp. 2)

Froosh does not seem interested in doing e.g marketing initiatives with 7-Eleven, which would boost the sale and generate more attention on the brand	Major - appearing seven times	'If I'm being completely honest, then I would say that they have been a bit indifferent lately. (...) I tried to contact Anna a while back to discuss if we should do something (re: marketing) together. (...) But honestly, they don't seem particularly proactive in terms of doing anything. At least, not with us.'" (pp. 2)
Froosh can free of charge advertise on 7-Eleven's facebook page, but does not seize that opportunity	Minor - appearing twice	'And I'm actually surprised by that, because it doesn't cost them anything. (...) As part of these marketing agreements that we do, Froosh can free of charge do advertising on 7-Eleven's facebook page. And we have over 100,000 'likes', so I'm wondering why they don't use that opportunity.'" (pp. 2)
Froosh has in the past done more to advertise themselves e.g. competitions.	Minor - appearing once	'A few years ago, we had more marketing initiatives. We i.a. had a competition, where you could win a trip to the fruit farms. (...) I think that worked really well.'" (pp. 3)
She believes that Froosh needs a re-launch of some kind to achieve positive attention towards the brand again.	Major - appearing four times	'They (re: Froosh) could use a boost or a re-branding or a launch of a new product eller something like that.. Something that will 'pay off' more than what they are experiencing right now. You know, something that would create positive attention towards Froosh again.'" (pp. 3)
No specific strategies in terms of their business relationship or supply chain management. Only standard legal- and marketing contracts.	Major - appearing three times	'No, not as such. We make these agreements in the beginning of the start-up and then we stick to them. (...) I: Have 7-Eleven made any considerations as to supply chain management in Froosh? C: No, not specifically. We of course care about uniform quality (...) But it's sort of included in the legal contracts, we form initially. '" (pp. 3-4)
If Froosh were to care more about certification, Fairtrade and similar things, 7-Eleven would be more able to advertise the brand and it would furthermore boost the sale	Minor - appearing once	'It would only benefit the sale and the way that we can advertise them (re: Froosh), if they devoted themselves more to e.g. certification, Fairtrade and similar things that they could brand themselves on.'" (pp. 4)

Froosh needs more clear external communication towards the consumers. She questions whether they actually get the message Froosh is sending.	Major - appearing three times	'I will actually go as far as saying that they need a stronger profil and better external communication in terms of their sustainability and their products in order to do well in the market. (...) I understand what Froosh stands for, but I'm not sure whether the ultimate user (re: consumers) understands Froosh's image in the way that it's intended. Because if they (re: Froosh) don't do any marketing initiatives to get the ultimate user's attention, then it's only the product packaging that they (re: the consumers) see. And our customers won't notice that among 50 other products.'" (pp. 4)
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### Interview with the business partner

Theme	Major or minor category	Quote
DIEH is working as the Danish alliance for ethical trading and gather different groups to discuss problems and to figure out constructive solutions	Major - appearing ten times	'The way we describe ourselves is as the Danish alliance for ethical trading (...) We are working with five member groups, which we then gather around different issues and solutions within ethical trading.'" (pp. 1)
Froosh has only been a member since October 2016.	Minor - appearing once	'Well, Froosh hasn't been a member for very long. (...) They became a member in October or some like that, so that's actually not that long.'" (pp. 1)
DIEH is engaging with Froosh and have i.a. invited them to give a lecture on 'trade, not aid', because they want to show how they work and communicate CSR in a more simplistic manner	Major - appearing four times	'I have held a meeting with her (re: Anna Rise) to know more about how they work and then I thought 'okay, this could actually be an interesting angle because she is very focused on communication and public affairs. (...) It could be interesting for our members to see the communicative angle. 'How do you actually communicate CSR in a way that everybody understands?'" (pp. 1-2)
This lecture was planned on DIEH's initiative soon after Froosh joined. Since then, they have not held any presentations.	Major - appearing three times	'It was actually on our initiative that we said 'this could be something that our members would benefit from.' (...) Well, we have of course been in dialogue, but that's about the only event we have held in collaboration with Froosh.'" (pp. 1-2)

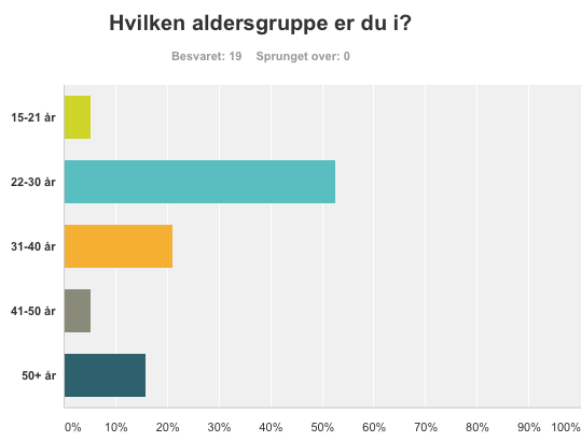
Since last year, DIEH's members are to hand-in an annual report, which is then combined in an overall report called 'state of ethical trading'. Froosh will participate beginning from 2017.	Major - appearing three times	'We get our members to report to us on an annual basis. (...) Last year we published a report for the first time (...) and it's sort of an indicator of ethical trading in Denmark, but based on our members' reports to us. (...) It's a reoccurring thing and Froosh will contribute to that too.'" (pp. 3)
DIEH perceives themselves as someone who can help in terms of getting new contacts, solve issues by being in dialogue with others members, who are experiencing the same and so forth.	Major - appearing seven times	'We are an organization that can facilitate and build bridges across different sectors. It's interesting for Froosh (...) because we also collaborate with all the retailers. (...) And even though it's not focusing specifically on Froosh, the members can use each other for knowledge sharing and inspiration. (...) Froosh are facing the same issues (re: in Africa) as some of our members are in Italy.'" (pp. 4)
DIEH does not provide one-on-one communication with Froosh.	Minor - appearing once	'But we do have a lot of members, so it's not like we're sitting one-on-one.'" We make a annual plan of events (...) and then we ask our members if they have anything they would like to add.'" (pp. 4)
She acknowledges that many companies do like Froosh in terms of their diversity in suppliers. It is common with the food industry.	Major - appearing three times	'I don't think you'll find many businesses that don't do it like that. And that's because you have to ensure a constant supply. (...) So, I think that's very common within the food industry.'" (pp. 5)
DIEH has no say when it comes to Froosh and how they choose to operate. They can give advice, but it is up to Froosh whether to follow it or not.	Minor - appearing twice	'Well, we can definitely give them some recommendations. Or we can say 'we see that there's an issue here'" (...) We can't say to Froosh that 'you have to do this and this'. (...) But we can of course call attention to potential issues and how to solve them.'" (pp. 6)

DIEH communicates with Froosh through e-mail, telephone and when meeting them on conferences etc.	Major - appearing five times	'Twice a year we hold an event called "Member Day" (...) In advance, we send them an e-mail to let them know that we are calling on that date (...) and then we call them and have a chat about "how do you think it's going?" (...) And then we of course have these different conferences (...) and sometimes we ask if they want to take part in a panel.'" (...) So the annual "Member Day", ad hoc meeting and via e-mail.. or when we meet.'" (pp. 8-9)
She highlights COOP's (Danish supermarket chain) coffee roasting house in Kenya as the good example of sourcing from developing countries.	Major - appearing six times	'COOP has a coffee roasting house, which they have established in Kenya in order to trade directly with farmers down there and then you cut 25-125 lire of the supply chain and ultimately they can give the farmers a better price for their products (...) That in my opinion is development through trade. Where you say "these expensive intermediary links, we need to get rid of those.'" (pp. 7)
She agrees with the mindset behind "trade, not aid", but also states that it is highly complet not that black and white	Major - appearing four times	'First of all, I like this "trade, not aid"-mindset. (...) Trade is more long-term and that's what we are working along as well. The long-term perspective. (...) But I also want to say that it's super complex, because if you don't have a presence in those countries you're sourcing from, then it will often happen through these intermediaries. (...) There are of course some potential pitfalls in what COOP is doing with their coffee roasting house, but I would like to see more of that.'" (pp. 10)
In order for Froosh to really make a sustainable impact in developing countries, they must make a long haul commitment.	Major - appearing five times	'You need to have someone "on the ground", who you can trust and who can facilitate these things (...) And it requires them (re: Froosh) to say "we're in it for the long haul" (...) It's a long steady pull and they need to be prepared for that and they also need capital to back it up.'" (pp. 11)

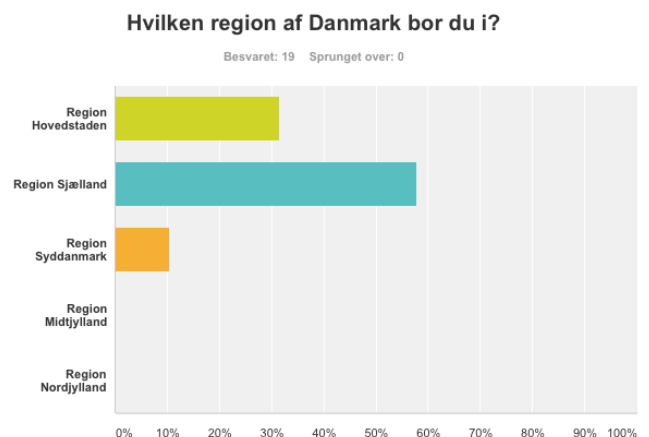
<p>Froosh has limited space to communicate their entire ambition externally to the consumers. Therefore they communicate it more simplistically, so everybody can understand it. Instead they use conferences and every potential platform to communicate their message.</p>	<p>Major - appearing five times</p>	<p>'When you communicate in the stores, you have very limited space. (...) And what they (re: Froosh) can do, is that they can write something on their labels and if you are interested, you can then go to their website and learn more. (...) People are bombarded with impressions, so how will you communicate your story? (...) It has to be so a person that has never engaged in sustainability or CSR can understand it. And if you start talking about complexities and intermediaries, suppliers (...), you loose a lot of people. (...) So instead it becomes this very simplified version. (...) That does not mean that you don't have bigger ambitions, but you have to use the available ressources and platforms.'" (pp. 13-14)</p>
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## Appendix B

### B.1: Full survey and quantitative analysis



Svarvalg	Besvarelser	
15-21 år	5,26%	1
22-30 år	52,63%	10
31-40 år	21,05%	4
41-50 år	5,26%	1
50+ år	15,79%	3
I alt		19



Svarvalg	Besvarelser	
Region Hovedstaden	31,58%	6
Region Sjælland	57,89%	11
Region Syddanmark	10,53%	2
Region Midtjylland	0,00%	0
Region Nordjylland	0,00%	0
I alt		19

## Hvilke ord forbinder du med Froosh's image?

Besvaret: 19 Sprunget over: 0

Besvarelser (19)
Tekstanalyse
Mine kategorier

Kategoriser som ...
Filtrer efter kategori
Søg besvarelser

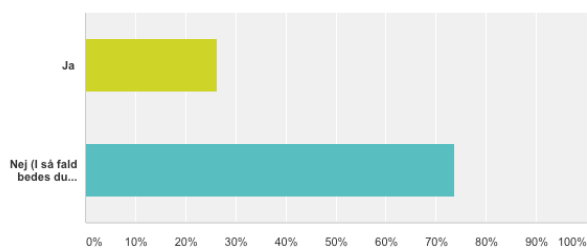
Viser 19 besvarelser

Smoothie	24-03-2017 12:59	<a href="#">Vis respondentens svar</a>
ren frugt	24-03-2017 06:58	<a href="#">Vis respondentens svar</a>
Sundt, nærende, kvalitet	23-03-2017 01:14	<a href="#">Vis respondentens svar</a>
Ingen	22-03-2017 23:49	<a href="#">Vis respondentens svar</a>
Dyrt	22-03-2017 22:07	<a href="#">Vis respondentens svar</a>
Ved ikke - frugt	22-03-2017 17:13	<a href="#">Vis respondentens svar</a>
Ingen	22-03-2017 16:48	<a href="#">Vis respondentens svar</a>
Billig arbejdskraft	22-03-2017 10:03	<a href="#">Vis respondentens svar</a>
Ren frugt, sjove ord, samvittighedsfuld	16-03-2017 12:11	<a href="#">Vis respondentens svar</a>
Naturlig, fairtrade(? -min overbevisning), 100% frugt, uden konservering	14-03-2017 14:28	<a href="#">Vis respondentens svar</a>
Frugt	13-03-2017 20:27	<a href="#">Vis respondentens svar</a>
Billigt - usundt-falsk reklame	09-03-2017 07:07	<a href="#">Vis respondentens svar</a>
Kedeligt, uappetitligt,	08-03-2017 20:51	<a href="#">Vis respondentens svar</a>
Lækkert, sundt og trendy	08-03-2017 18:35	<a href="#">Vis respondentens svar</a>
Lækker smoothie med massere af frugt	08-03-2017 15:47	<a href="#">Vis respondentens svar</a>
Forbinder det ikke med noget	08-03-2017 15:42	<a href="#">Vis respondentens svar</a>
Naturligt	08-03-2017 13:42	<a href="#">Vis respondentens svar</a>
Frugt	08-03-2017 13:19	<a href="#">Vis respondentens svar</a>
Kvalitet, branding, sundhed, bæredygtighed	08-03-2017 11:56	<a href="#">Vis respondentens svar</a>

	Positive	Neutral	Negative
Total	8	7	4
Example	'Natural, Fairtrade, 100% fruit, no preservation'	'Don't associate it with anything'	'Cheap, unhealthy, false advertising'

## Har du oplevet reklame fra Froosh?

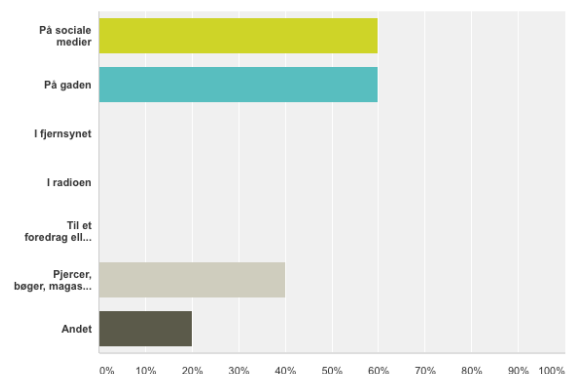
Besvaret: 19 Sprunget over: 0



Svarvalg	Besvarelser
Ja	26,32% 5
Nej (I så fald bedes du undlade at svare på de næste to spørgsmål)	73,68% 14
I alt	19

## I hvilken situation var dette?

Besvaret: 5 Sprunget over: 14



Svarvalg	Besvarelser
På sociale medier	60,00% 3
På gaden	60,00% 3
I fjernsynet	0,00% 0
I radioen	0,00% 0
Til et foredrag eller lignende	0,00% 0
Pjercer, bøger, magasin artikler m.v.	40,00% 2
Andet	20,00% 1
Respondenter i alt: 5	

## Hvordan opfattede du reklamen?

Besvaret: 5 Sprunget over: 14

Besvarelser (5)

Tekstanalyse

Mine kategorier

Kategoriser som ...

Filtrer efter kategori

Søg besvarelser

Viser 5 besvarelser

Udmærket

23-03-2017 01:15

Vis respondentens svar

Farveri, glad, indbydende

14-03-2017 14:30

Vis respondentens svar

Fint

09-03-2017 07:08

Vis respondentens svar

God

08-03-2017 15:48

Vis respondentens svar

Jeg synes, den var sjov og så gav den mig lyst til at købe produktet.

08-03-2017 11:56

Vis respondentens svar

	Positive	Neutral	Negative
Total	5	0	0
Example	'Colourful, happy, inviting'		

## Froosh kommunikerer primært med forbrugerne via sociale medier, produktemballage og forbrugerundersøgelser.

Besvaret: 19 Sprunget over: 0

Svarvalg

Besvarelser

Finder du disse kommunikationsformer tiltalende? Hvorfor/hvorfor ikke?

Besvarelser

100,00%

19

Besvarelser (19)

Tekstanalyse

Mine kategorier

Kategoriser som ...

Filtrer efter kategori

Søg besvarelser

Viser 19 besvarelser

Ja

24-03-2017 13:00

Vis respondentens svar

Du antager, at respondenter kender denne kommunikation. Det gør jeg ikke.

24-03-2017 07:00

Vis respondentens svar

Er smart nok

23-03-2017 01:16

Vis respondentens svar

Unødvendig indblanding

22-03-2017 23:50

Vis respondentens svar

Nej ikke rigtigt. Jeg bruger ikke produktet

22-03-2017 22:08

Vis respondentens svar

Ja, når ud til mange

22-03-2017 17:14

Vis respondentens svar

Ja.

22-03-2017 16:50

Vis respondentens svar

Ja, da folk er meget på sociale medier

22-03-2017 10:09

Vis respondentens svar

Har kun bemærket komm via emballage hvilket virker godt

16-03-2017 12:13

Vis respondentens svar

De fanger hvor kunderne befinder sig. Det er fint.

14-03-2017 14:33

Vis respondentens svar

Ja, der er jeg tilgængelig

13-03-2017 20:28

Vis respondentens svar

Det har ikke fanget min interesse

09-03-2017 07:11

Vis respondentens svar

Ja, det er en let og god måde at ramme bredt i befolkningen.

08-03-2017 20:52

Vis respondentens svar

Ja, hvis produktet i sig selv markedsfører sig, fx Apple.

08-03-2017 18:38

Vis respondentens svar

Ja, jeg får lyst til at købe det

08-03-2017 15:48

Vis respondentens svar

Har ikke set dem

08-03-2017 15:43

Vis respondentens svar

Ja. Fordi det er nemt og tilgængeligt

08-03-2017 13:47

Vis respondentens svar

Ser dem kun i reklamer fra dagligvarer butikker

08-03-2017 13:20

Vis respondentens svar

Primært ja. I hvert fald de sociale medier, som giver adgang til direkte kommunikation mellem virksomheden og kunderne.

08-03-2017 11:56

Vis respondentens svar

	Positive	Neutral	Negative
Total	13	3	3
Example	'It's easy and accessible.' "It's an easy and good way to reach a widere audience"	'Haven't seen them"	'Unnecessary involvement."

Føler du, at Froosh får forbrugernes fulde synspunkter herigennem? Hvorfor/hvorfor ikke?

Besvarelser

100,00%

19

Besvarelser (19)

Tekstanalyse

Mine kategorier

Kategoriser som ...

Filtrer efter kategori

Søg besvarelser

?

Viser 19 besvarelser

Det ved jeg ikke

24-03-2017 13:00

Vis respondentens svar

Igen: Jeg har ikke set kommunikationen. Det tror jeg meget få har.

24-03-2017 07:00

Vis respondentens svar

Igenem forburgerundersøgelser gør det vel, hvis de er professionelt lavet. Svært med sociale medier, at bedømme forbrugernes meninger

23-03-2017 01:16

Vis respondentens svar

Nej

22-03-2017 23:50

Vis respondentens svar

Ved ikke

22-03-2017 22:08

Vis respondentens svar

Ved ikke

22-03-2017 17:14

Vis respondentens svar

Ja, forbrugeren kan både skrive kommentarer og bedømme varen med stjerner til andre forbrugere.

08-03-2017 20:52

Vis respondentens svar

Nej, for en smoothie bliver hurtig købt og drukket. Det handler mest om smag og om den ser flot og lækker ud. Hvis de har et budskab de vil ud med, så er de nødt til at reklamere med det

08-03-2017 18:38

Vis respondentens svar

Ved ikke

08-03-2017 15:48

Vis respondentens svar

Ved det ikke

08-03-2017 15:43

Vis respondentens svar

Nej. Måske er det kun den der i forvejen kender dem og er positive, der skriver her

08-03-2017 13:47

Vis respondentens svar

.

08-03-2017 13:20

Vis respondentens svar

Ja. Sociale medier er der der skal kommunikeres igennem idag, målgruppen er vel også unge mennesker

22-03-2017 16:50

Vis respondentens svar

Måske ikke fulde synspunkt, men de får måske en idé om hvad forbrugeren mener og tænker

22-03-2017 10:09

Vis respondentens svar

Ved ikke

16-03-2017 12:13

Vis respondentens svar

Umiddelbart ja. Selvom jeg ikke selv har haft behov for at kommunikere med dem, så tænker jeg at adgangen dertil er tilgængelig

14-03-2017 14:33

Vis respondentens svar

Ved ikke

13-03-2017 20:28

Vis respondentens svar

Nej, har ikke oplevet det.

09-03-2017 07:11

Vis respondentens svar

Ikke helt. Det er ikke alle, der bruger sociale medier. Produktemballage lægger man kun mærke til, hvis man i forvejen overvejer at købe produktet og forbrugerundersøgelser repræsenterer jo kun en lille del af befolkningen.

08-03-2017 11:56

Vis respondentens svar

	Positive	Neutral	Negative
Total	4	10	5
Example	'The consumer can both write comments and grade the product with stars to other consumers'	'I don't know'	'Not everyone uses sociale media and you only notice the product labeling if you are already consider buying the product.'

Har du nogensinde deltaget i en forbrugerundersøgelse fra Froosh?

Besvarelser

100,00%

19

Besvarelser (19)

Tekstanalyse

Mine kategorier

Kategoriser som ...

Filtrer efter kategori

Søg besvarelser

?

Viser 19 besvarelser

Nej

24-03-2017 13:00

Vis respondentens svar

nej

24-03-2017 07:00

Vis respondentens svar

Nej

23-03-2017 01:16

Vis respondentens svar

Nej

22-03-2017 23:50

Vis respondentens svar

Nej

22-03-2017 22:08

Vis respondentens svar

Nej

22-03-2017 17:14

Vis respondentens svar

Nej

22-03-2017 16:50

Vis respondentens svar

Nej

22-03-2017 10:09

Vis respondentens svar

Nej

16-03-2017 12:13

Vis respondentens svar

Nej

14-03-2017 14:33

Vis respondentens svar

Nej

13-03-2017 20:28

Vis respondentens svar

Nej

09-03-2017 07:11

Vis respondentens svar

Nej.

08-03-2017 20:52

Vis respondentens svar

Nej.

08-03-2017 20:52

Vis respondentens svar

Nej

08-03-2017 18:38

Vis respondentens svar

Nej

08-03-2017 15:48

Vis respondentens svar

Nej

08-03-2017 15:43

Vis respondentens svar

Nej

08-03-2017 13:47

Vis respondentens svar

Nej

08-03-2017 13:20

Vis respondentens svar

Nej

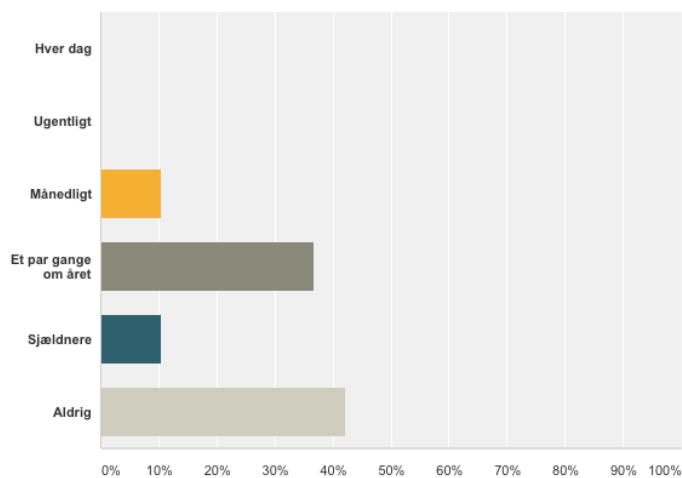
08-03-2017 11:56

Vis respondentens svar

	Yes	No	
Percentage	0 %	100 %	

## Hvor often køber du produkter fra Froosh?

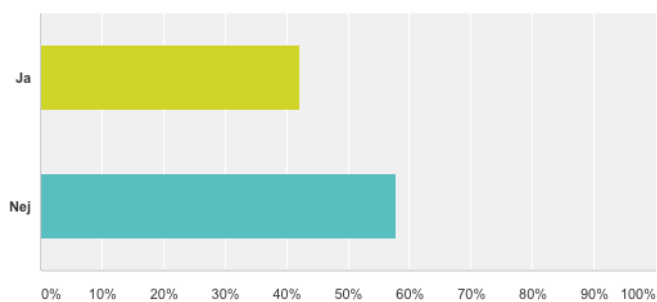
Besvaret: 19 Sprunget over: 0



Svarvalg	Besvarelser
Hver dag	0,00% 0
Ugentligt	0,00% 0
Månedligt	10,53% 2
Et par gange om året	36,84% 7
Sjældnere	10,53% 2
Aldrig	42,11% 8
I alt	19

## Har Froosh's image nogen indflydelse på dit køb?

Besvaret: 19 Sprunget over: 0



Svarvalg	Besvarelser
Ja	42,11% 8
Nej	57,89% 11
I alt	19

Kommentarer (12)

Besvarelser (12)

Tekstanalyse

Mine kategorier

Kategoriser som ...

Filtrer efter kategori

Søg besvarelser

Viser 12 besvarelser

Smagen har indflydelse

24-03-2017 13:00

Vis respondentens svar

Er kvalitet

23-03-2017 01:17

Vis respondentens svar

Kender den ikke, men hvis den er god, så køber jeg den igen uanset image

22-03-2017 17:15

Vis respondentens svar

Det virker som en kvalitets smoothie 08-03-2017 18:38 <a href="#">Vis respondents svar</a>
Jeg går op i udseende på det jeg køber. 08-03-2017 15:49 <a href="#">Vis respondents svar</a>
Jeg går mere efter indhold og smag 08-03-2017 13:48 <a href="#">Vis respondents svar</a>
Køber hvis de er på tilbud. 08-03-2017 13:21 <a href="#">Vis respondents svar</a>
Deres flasker og emballage appellerer ikke til mig. Jeg har brug for billeder og mere handy indpakning. Den ser ud som om den er svær at drikke af. 22-03-2017 16:51 <a href="#">Vis respondents svar</a>
Jeg vil gerne vælge noget jeg forbinder med kvalitet og samvittighedsfuld produktion 16-03-2017 12:15 <a href="#">Vis respondents svar</a>
Den ser lækker og indbydende ud, og fordi varedeklarationen melder klar ud, hvad der kan forventes. Det er simpelt og lækkert og det tiltaler mig. 14-03-2017 14:34 <a href="#">Vis respondents svar</a>
Synes det virker som et produkt der prøver at give et image om at det er sundt, men ser ikke sundt ud og synes også af hvad jeg kunne læse bagpå at det ikke var helt godt. 09-03-2017 07:12 <a href="#">Vis respondents svar</a>
Jeg tænker kun på varens pris, smag og hvor gode de er til at sælge den - om jeg bliver overtalt til at prøve noget nyt. 08-03-2017 20:53 <a href="#">Vis respondents svar</a>

	Positive	Neutral	Negative
Total	4	1	7
Example	'I want to choose something that I associate with good quality and responsible production'	'I'll buy if they are on sale'	'Their bottles and packaging doesn't appeal to me. I need pictures and more handy wrapping.' 'It seems like a product that tries to create a healthy image, but it doesn't look healthy'

## I hvor høj grad er du enig i følgende udsagn?

Besvaret: 19 Sprunget over: 0

	Meget uenig	Lidt uenig	Hverken enig eller uenig	Lidt enig	Meget enig	Ved ikke	I alt
▼ Jeg forbinder Froosh med bæredygtighed og social ansvarlighed (CSR)	5,26% 1	0,00% 0	15,79% 3	21,05% 4	15,79% 3	42,11% 8	19
▼ Froosh's image virker troværdig	0,00% 0	10,53% 2	15,79% 3	10,53% 2	31,58% 6	31,58% 6	19
▼ Froosh's reklamer får mig til at ville købe deres produkter	10,53% 2	0,00% 0	15,79% 3	0,00% 0	21,05% 4	52,63% 10	19
▼ Froosh's reklamer virker troværdige	0,00% 0	10,53% 2	5,26% 1	10,53% 2	15,79% 3	57,89% 11	19
▼ Froosh's produkter er af god kvalitet	5,26% 1	0,00% 0	5,26% 1	21,05% 4	36,84% 7	31,58% 6	19
▼ Jeg er villig til at betale dét, Froosh's produkter koster	10,53% 2	15,79% 3	10,53% 2	31,58% 6	10,53% 2	21,05% 4	19
▼ Froosh's måde at kommunikere til forbrugerne på er passende	0,00% 0	10,53% 2	10,53% 2	26,32% 5	5,26% 1	47,37% 9	19
▼ Froosh's kommunikation udadtil virker troværdig	5,26% 1	0,00% 0	5,26% 1	26,32% 5	10,53% 2	52,63% 10	19
▼ Overordnet set, opfatter jeg Froosh positivt.	5,26% 1	5,26% 1	5,26% 1	31,58% 6	21,05% 4	31,58% 6	19

## Appendix C

### C.1 Range of smoothie flavors in Froosh




(<http://froosh.com/products/>)

### C.2 Text excerpt from Froosh's coffee table book about africaJUICE



### C.3 Excerpt from Froosh's website



## fruit on a mission.

froosh is more than just delicious crushed fruit in a glass bottle. we are fruit on a mission. we believe in trade as a tool to reduce poverty in the developing world. we believe in trade before development aid and we believe that fruit can make a real difference in changing peoples lives.

at least 50% of the fruit in our bottles comes from developing countries where fruit farms play a major role in helping poorer countries build a more prosperous future. its our duty and mission to advocate trade not aid in the western world. the export of tropical fruit create jobs, boost trade and reduces poverty.

read more at trade not aid.


our mission of spreading the word of trading with developing countries does not come out of the blue.

we do regularly working-visits to fruit farms in developing countries to learn about the fruit we use in our smoothies and more so the impact of global trade. we bring our staff, consumers, customers and media to countries like guatemala, ethiopia and thailand to see and experience it for themselves.

that's what we call our fruit farm program.



our fruit farm trips




trade not aid.



our fruit farm ambassadors.

(<http://froosh.com/fruitonamission/>)

### C.4 Excerpt from Froosh's facebook site



**Froosh**  
@FrooshDanmark


Startside

- Om
- Billeder
- Videoer
- Instagram feed
- Opslag
- Synes godt om
- Begivenheder
- Noter
- Frugtfarm

Opret en side

Synes godt om ▼ Del Gem ...


Froosh har opdateret sit coverbillede.  
3. april kl. 13:38 · 🌐



👍 Synes godt om 💬 Kommenter ➦ Del

Froosh  
3. april kl. 11:29 · 🌐

froosh says: #noplastic 🍏🍌🍷



glass keeps the whales splashing.

frøsh  
fruit: bottled

Send besked

**Jakob Ebbesen**  
27. januar kl. 11:24 🌐

📎 Tak for gaven til froosh

Synes godt om · Kommenter

**Olivia Strøm**  
27. januar kl. 11:24 🌐

📎 Se billede

2 Synes godt om  
Synes godt om · Kommenter

**Thomas Salgsprofil**  
27. januar kl. 11:23 🌐

📎 Se billede

Synes godt om · Kommenter

Sider, som denne side synes godt om >

**Frisko** 🌐 👍 Synes godt om

**Rede Kors** 🌐 👍 Synes godt om

**7 11** 👍 Synes godt om

(<https://www.facebook.com/FrooshDanmark/>)