

Erasmus University Rotterdam

Erasmus School of History, Culture and Communication
Research Master Sociology of Culture, Media and the Arts

Corporate Social Responsibility and social media: how do retailers interact with consumers?

Janneke Geerlinks – 362008
jannekegeerlinks@student.eur.nl
Supervisor: Dr. J.R. Ward
Second reader: Dr. P.H.J. Achterberg
Master Thesis

21 June 2013
Word count: 9,567

Abstract

Corporate Social Responsibility (CSR) has been developed both theoretically, while an increase of attention in business practice has been signaled as well. At the same time, researchers urge companies to integrate CSR in their entire business conduct and listen to their consumers. To do so, companies should communicate their CSR efforts and work together with consumers by using social media. This article examines how companies in the retail sector actually use social media platforms such as Facebook to communicate their CSR efforts and how consumers react to this. By conducting a quantitative content analysis on the Facebook pages of 20 retail companies in the Netherlands, this article shows that the majority of the examined retail companies communicate at least some of their CSR efforts through social media. However, they devote only small percentages of their content to it. Generally, consumers interact with these posts in the same way as with other posts, and in some cases are less negative. Although consumers remain critical and are never really satisfied with the CSR efforts of companies, social media do seem to be adequate for reaching the audience and interacting with consumers. However, companies will have to prepare for (responding to) criticisms and many companies have yet to start to communicate their CSR efforts. If they do, their social media use could contribute to implementing CSR.

Keywords: Corporate Social Responsibility, social media, political consumerism, retail companies, corporate communication.

Journals in the field: Media, Culture & Society; Business & Society; Corporate Social Responsibility and Environmental Management.

1. Introduction

Already since the 1930s researchers have been concerned with the role of business in society. For over 60 years, the concept of Corporate Social Responsibility (CSR) has been developed theoretically. Early definitions stated that companies have a certain obligation to take the consequences of their actions on stakeholders and environment into account, and that next to their economic and legal responsibilities, they should pay attention to their ethical and philanthropic responsibilities as well (Carroll 1991; Carroll, 1999). This conceptualization of CSR has frequently been criticized by businesspersons that regarded CSR as not fitting the purpose of maximizing profit and therefore, being uneconomic. Looking at the practice of CSR, companies have also been accused of using CSR as 'window dressing' for practices that negatively affected society and the environment (Kreshel, 2009; Visser, 2011). Several researchers have developed the early definition of CSR into a concept that overcomes these criticisms, aiming at an integrated form of CSR in all aspects of a company (Frederick, 1999; Visser, 2011). In these newer conceptualizations of CSR, companies should collaborate with their stakeholders, to meet the needs of society and the environment, for instance by engaging in a dialogue with consumers.

This call for collaboration between producers and consumers is not specific to CSR, but fits in a wider recognized trend, often called 'prosumption' (Toffler & Toffler, 2006). Through prosumption, production and consumption are becoming more closely connected to one another, through active involvement of consumers in the production process (Toffler, 1980; Toffler & Toffler, 2006). Companies that establish platforms on which consumers can discuss and vote on ideas, also on topics such as environmental impact and social issues, are an example of this. Such collaboration with consumers can also be found in recent models for CSR communication. In addition to (usually) one-way means of communication such as annual reports and sections on websites, recent studies suggest that companies will have to implement two-way symmetrical means of communication, such as social media and forms of crowdsourcing (Ottman, 2011). After decades of overconsumption and pursuit of limitless growth and profit maximization, both companies and consumers seem to be changing. Nowadays, consumers not only evaluate price and quality of a product or service, but are also moved by their ethical and/or political considerations and how companies deal with such values (Ottman, 2011; Ward & De Vreese, 2011). At the same time, consumers are adopting social media rapidly to connect with each other, but also with companies (Newcom, 2012). Previous research showed that social media can provide companies with means to collaborate and establish two-way communication with consumers (Mangold & Faulds, 2009; Kietzman et al., 2011). Furthermore, Wright and Hinson (2012) demonstrated that social media has become more important in PR departments of organizations over the past years. McCorkindale (2010) demonstrated that a

minority of companies is actually using social media to communicate CSR. Nevertheless, while social media use continues to grow, still not much is known about how companies use social media to disclose their CSR efforts and the issues that are discussed.

Furthermore, little research has been carried out on how consumers react on CSR communication through social media and how they interact with companies. Most research on companies and social media use for CSR purposes is focused on brands, whereas retailers play an important role in connecting brands or suppliers with consumers (Jones, Temperley, & Lima, 2009; Ottman, 2011; Visser, 2011). Therefore, this article focuses on CSR communication by retail companies through social media, by analyzing retail companies in the Netherlands. In the Netherlands, social media is widely used (Newcom, 2012). Meanwhile, one-third of consumer spending is done in the retail sector, in which CSR is becoming more important (CBL, 2012). It is unclear how this sector uses social media to communicate with their consumers about CSR topics, therefore, the following research question will be answered:

How do Dutch retail companies use social media to engage consumers in their corporate social responsibility (CSR) efforts and how do consumers react to these efforts online?

By doing a quantitative content analysis on Facebook pages of Dutch retail companies from various branches, this article contributes to a more structural view on corporate use of social media for CSR purposes. Answering this research question can ground the developing theories on CSR with empirical data.

In order to answer the research question, the development of CSR and CSR communication will be discussed in the following sections. After that, the research method will be explained. Finally, the results will be discussed, followed by a thorough discussion and conclusion.

2. From CSR to CSR 2.0.

In order to gain insight in how CSR has developed, I will first discuss how the concept first emerged and how the practice of early CSR models was criticized. Then I will elaborate on the development of newer models that are supposed to overcome these criticisms. Finally, I will discuss how CSR is used in the retailing sector.

2.1. CSR, what, how and criticism

Already in the 80s, the World Commission on Environment and Development (WCED), appointed by the UN, called for sustainable development, defined as development that 'meets the needs of the present without compromising the ability of future generations to meet their own needs' (WECD, 1987). In order to achieve sustainable development, companies should substantially change their

conduct (WCED, 1987). Corporate Social Responsibility (CSR) can be considered as the key concept in the reaction of companies to this report. The concept of CSR has been developed theoretically since the 1950s, though in practice, corporations had been putting effort in being responsible for society for many decades before. Corporate Social Responsibility is often regarded as ‘a commitment to improve community well-being’ (Kotler & Lee, 2005). Another definition elaborates on this, by showing two different aspects of CSR and mentioning areas it should cover:

‘Perhaps the best way to understand social responsibility is to think of it as “good neighborliness”. The concept involves two phases. On one hand, it means not doing things that spoil the neighborhood. On the other, it may be expressed as the voluntary assumption of the obligation to help solve neighborhood problems.’ (Eilbirt & Parket, 1973, p. 7)

Because of the continuous expansion of multi-national corporations, neighbors nowadays might be far removed for each other. Furthermore, local actions can have global consequences that should be taken into account and be dealt with by companies before these actions take place. Later, the responsibilities of a good neighbor were put in a model by Carroll (1991). He established the well-known pyramid of responsibilities of a corporation of CSR, with economic responsibilities at its base, legal responsibilities on top of that. Ethical responsibilities were the next component, ‘in dynamic interplay’ with legal responsibilities. Philanthropic responsibilities are regarded as ‘icing on the cake’. Tensions may emerge between these responsibilities, but companies should fulfill them all at the same time, at least at the very minimum.

The early conceptualizations of CSR have been criticized by many researchers. One frequently heard criticism is that CSR distorts a free market, because it does not directly contribute to maximizing profit – which is often considered to be the ultimate aim of a company. Friedman (1970) believes that the company has no other ‘social’ responsibility than maximizing profit, because if executives would take the consequences of their actions into account, they would take money from their customers, shareholders or employees to do so and therefore, act against their own interest. Carroll tackles this argument by stating that Friedman takes a minimum fulfillment of legal and ethical responsibilities for granted (Carroll, 1991). Nevertheless, there is another criticism about CSR that also affects Carroll’s pyramid, through which ethical and philanthropic responsibilities do not have to be integrated in economic responsibilities. Therefore, the way companies make profit does not have to be altered rigorously to fulfill ethical responsibilities. Because of these criticisms, early definitions of CSR are regarded as incremental. They do not imply a change in the core of businesses, and therefore do not improve society and the environment in a sustainable way (Visser, 2011). According to Frederick (1998), companies are too much focused on themselves, and posed that companies should build their entire strategy on values derived from religion or the ‘personal quest for cosmic meaning’ (Frederick, 1998), while taking their environment into account. In public

relations research, the framework of excellent management is also based on Frederick's criticisms of CSR (Verčič and Grunig, 2000).

Furthermore, Montiel (2008) demonstrates that the definition of CSR is becoming broader, and nowadays does not only incorporate social and philanthropic topic, but covers sustainable development and environmental responsibilities as well. Moreover, companies seem to use all different concepts interchangeably (Montiel, 2008).

2.2. Third wave, prosumption, CSR 2.0

This move towards a different form of CSR that is less incremental and integrates business conduct and society and environment at large, did not just emerge from research on the subject. It also reflects broader tendencies in society in which production and consumption are becoming more closely integrated again, after being removed from each other through industrialization, mass production and mass consumption. Toffler and Toffler (2006) have been following and forecasting this increased collaboration between producers and consumers for several decades, and have called it 'prosumption'. Prosumers create value, either by producing goods or providing services for consumption (by themselves, their family, or even strangers) or by collaborating with organizations, such as NGOs, local communities or companies (Toffler & Toffler, 2006). One way in which prosumption has become visible can be found on the internet: Web 2.0. Through Web 2.0 the role of producers and consumers of online content and services have become more intertwined. Companies work together with users to develop online platforms, which enables companies and users to rely on "the wisdom of the crowd" (O'Reilly, 2007).

Prosumption is also visible in the work of Visser (2011), who implicitly responds to both the convergence of CSR and sustainable development and the increase of prosumption by applying the principles of Web 2.0 to CSR and developing the concept of CSR 2.0: Corporate Sustainability and Responsibility. This concept challenges the criticisms that CSR would be incremental, peripheral and uneconomic. According to Visser, companies need a form of creative destruction, which will bring about disruptive innovation. Usually, disruptive innovation is associated with being the essential process of capitalism and economic growth (Schumpeter, 1975), but Visser (2011) connects it to transforming conventional companies radically into sustainable and responsible companies. However, companies will not be able to do so in isolation. Although earlier definitions of CSR already included responding to stakeholder issues (Montiel, 2008), companies now have to actively involve stakeholders and collaborate with them – on a broader scale than before (Visser, 2011; Ottman, 2012). Companies should implement creative solutions on a large scale and respond to stakeholder concerns on all levels of the companies, by rigorously questioning their own strategy and putting global issues in a local context (Visser, 2011).

2.3. CSR and the retailing sector

One of the places where CSR and consumers meet is in retail stores. The Dutch Central Bureau for Food Trade (CBL), representing the majority of Dutch supermarkets, stresses in their annual report that sustainability is becoming more important. Supermarkets seem to be expanding their CSR policies; they deliberately choose more sustainable suppliers for their goods and work on measures to save energy (CBL, 2012). Even though quite some companies in the non-food retail sector seem to be reluctant, larger companies are positively and ambitiously adopting CSR (HBD, 2012a). Almost one third of consumers expenses are done in the retailing sector, retailers, half of which are “daily expenses” (HBD, 2012b).

At the same time, consumers seem to deliberately choose for sustainable or fair products more often and put pressure on companies to pay more attention to CSR (Deloitte, 2012; HBD, 2012). Retailing companies thus seem to play a major role in the supply of consumer goods that can involve choices concerning political and ethical values.

3. CSR communication

If companies want to implement the principles of CSR 2.0 and connect consumers, they will also have to align their CSR communication to the principles of CSR 2.0. In this section, I will first address the development of the models of CSR communication and discuss some criticisms. After that, I will focus on how social media can be used in CSR communication and how social media is used in the retailing sector.

3.1 From 1.0 to 2.0?

For a few decades, companies involved in CSR, have been disclosing their CSR efforts through outlets such as annual reports and their corporate website. NGOs promoting and supporting CSR disclosure such as the Global Reporting Initiative notice an increase in CSR reporting, both in quantity and quality (GRI, 2012), although researchers tend to find a substantial variety in what is reported (Asif, Searcy, Dos Santos, & Kensah, 2012). Besides annual reports and sections on corporate websites, companies also seem to use their CSR efforts in their marketing, demonstrated by numerous cases of campaigns containing CSR statements (Farache & Perks, 2010; Kreshel, 2009; Visser, 2011). Research on British and German news magazines shows that the amount of ‘green’ advertisements is increasing, therefore, companies seem to expand their CSR strategies to their advertising (Mögele & Tropp, 2010; Schmidt & Donsbach, 2012).

However, people question whether CSR is being used in corporate communication as a marketing tool or in order to contribute to a more sustainable and responsible company. One

example that legitimizes these concerns is the case of Nike during the 1990s. Nike has been putting effort in showing their contributions to local communities in Asia through annual reports and external visitations, while hiding sweatshop practices in other places (Bell DeTienne & Lewis, 2005). As this is far from the only case (see Kreshel, 2009 and Visser, 2011 for others), it might make companies more careful in their decisions on disclosure of their CSR policy and performance or to use their social or environmental values in advertisements. Besides that, disclosing CSR in annual reports or marketing raises criticisms similar to the discussed criticisms on CSR in general. Companies have been said to use CSR for 'green washing', by covering up their unethical acts with CSR messages. This also relates to the criticism that CSR is incremental, for companies can still do substantial harm to society and the environment while advertising some of their responsible measurements, which do not substantially contribute to sustainable development compared to the harm (Kreshel, 2009; Ottman, 2011; Visser, 2011). Furthermore, even though Capriotti and Moreno (2007) and Gomez and Chalmeta (2011) demonstrated that many companies devote website sections to CSR, they argue that the implications are ineffective because of the lack of two-way communication. Devoted website sections have such a limited reach that they can be regarded as peripheral. Pollach (2011) demonstrated that CSR messages on corporate website are often not read by consumers; instead, prospective employees and current employees have become the main readers of these pages. Therefore, such messages tend to become a form of 'corporate autocommunication'. Pollach argues that companies should look for channels through which these messages do reach consumers.

Despite the criticism, quite some researchers argue that using CSR in marketing is useful, not just to increase profit or sales of sustainable products and services, but to contribute to changing consumption habits and raising awareness on CSR issues (Jahdi & Acikdilli 2009; Merskin, 2009; Ottman, 2011; Rettie, Burchell & Riley, 2012). This marketing practice comes with a variety of names, such as green, sustainable, ethical, or eco-marketing. As Rettie, Burchell, & Riley (2012) put it: 'sustainability marketing includes *both* commercial marketing of green products and services, *and* social marketing of pro-environmental behaviours'. If companies want to create a planet that is more sustainable and fair, it makes sense to embed encouragement of sustainable behavior in their CSR strategy and communication. However, in order to create an effective social marketing campaign and achieve lasting change in behavior, marketers should listen to their target audience's values and needs (Andreasen, 1994). At the same time, consumers seem to become more politically or ethically motivated and willing to contribute to a more sustainable and fair planet by altering their consumption choices. People buy products and services while taking ethical and political motives in consideration such as sustainability, human or animal rights, which is often regarded as "boycotting" (Ottman, 2011; Micheletti & Stolle, 2012; Ward & De Vreese, 2012). On the other hand, they may also choose to avoid or boycott certain brands, stores, or products if these do not comply with their

ethical and political values. Not all consumers show equal patterns of consideration, let alone those who do not take the environment or ethics in consideration at all. Researchers report that about half of the consumers seem to buy- and/or boycott, although this differs per country and degree of commitment (Haanpää, 2007; Ottman, 2011; Micheletti & Stolle, 2012; Ward & De Vreese, 2012). According to Albinsson and Perera (2012), both critical citizen consumers and socially conscious consumers meet and interact through social media.

3.2. CSR and social media

The aspects of social marketing and the increase of political consumerism have been incorporated in recent conceptualizations of CSR communication. In the aforementioned CSR 2.0 concept of Visser (2011), companies should apply the practices of Web 2.0, in which companies and consumers work together based on many-to-many forms of communication, not just on their CSR practices, but also to their CSR communication. Therefore, the one-directional and asymmetrical forms of communication will have to be transformed in to two-way symmetrical forms of communication (Verčič, D. & Grunig, J.E., 2000; Visser 2011).

Social media is regarded as an appropriate medium for two-way symmetrical communication between companies and their audience (Ottman, 2011) and has also gained importance in organisations over the past years (Wright & Hinson, 2012). The nature of social media enables companies to report continuously and directly, by which companies can both gain more trust and build relationships with their customers. In business practice, MVO Nederland (CSR Netherlands, the national knowledge center on CSR) has signaled a trend of more transparency in CSR disclosure and more local collaboration between companies and consumers, in order to increase sustainability. They emphasize the utility of social media in establishing this transparency and collaboration and encourage companies to use it (MVO Nederland, 2013). Another reason why social media seem to have become a useful tool to reach consumers is the substantial proportion of internet users that are involved in such platforms (Newcom, 2012). The perception that youngsters are the most intensive users has also been changing, for the average user is becoming older and elderly people seem to be catching up at a steady pace (CBS, 2011; Pingdom, 2012). The use of social media could engage consumers in changing consumption behaviors and working together by seeking resonance between ethical and political values and corporate social responsibility practice (Ottman, 2011).

Nevertheless, it is still unclear how companies adopt Web 2.0 principles and technologies to foster sustainable development and responsibility. There is anecdotal evidence that retailers and brands use social media to communicate their CSR efforts and establish collaboration with their consumers (Ottman, 2011; Visser, 2011), and that retailers are adopting social media to a greater extent, albeit with mixed results (PwC, 2013). On the other hand, McCorkindale (2010) has argued

that the Fortune 50 companies do not use all facilities of Facebook. In fact, they do not frequently post new content, nor do they seem to answer questions from consumers. Also, McCorkindale (2010) showed that only a small majority of companies addressed CSR issues and that quite some pages were not being administered by the company itself. However, social media has been developing rapidly over the past few years. In McCorkindale's top 6 brands regarding Facebook page likes, no brand had reached more than 200,000 likes (or fans), whereas the majority of these brands now have at least 2,5 million likes. This leaves quite some uncertainty on how retailers use social media for CSR communication purposes, whether they interact with their consumers and how consumers react. Therefore, this article focuses on retailing companies, their social media strategies and the way consumers react.

4. Method

To answer the research question, a quantitative content analysis was carried out, examining the official Facebook pages of retailing chains in the Netherlands. The companies included in the sample were selected because they reach all parts of the Netherlands (either by brick-and-mortar stores or via webshops), have more than 10,000 fans on their Dutch Facebook page¹ and have at least a minimal statement related to CSR on their website. These criteria were set because the research question requires companies that already have a certain CSR policy communicated and that already have a certain reach on Facebook. A cut-off point was set at 10,000 fans, for even companies that post every day will only reach around 22% of their fans with this content (Lipsman et al, 2011).

Table 1. Overview of selected companies, their Facebook page and likes

Branch	Name	Facebook page	Number of likes
Supermarket	Albert Heijn	/albertheijn	145,057
	Lidl	/lidlnederland	220,811
	Jumbo	/jumbosupermarkten	38,261
	Marqt	/Marqtfanpage	14,188
Department store	V&D	/vd	86,711
	C&A	/ca.nederland	3,067,306
	Hema	/hema	171,518
	De Bijenkorf	/debijenkorf	266,100
Drugstore	Kruidvat	/kruidvat	96,342
	Etos	/etosonline	87,940
Cosmetics	Body Shop	/thebodyshopnetherlands	15,121
	Ici Paris XL	/ICIPARISXL.Nederland	67,516
	Douglas	/DouglasNederland	16,759
Clothing/textile	Zeeman	/zeemantextielsupers	13,689
	Esprit	/esprit.nl	857,968

¹ In a few instances I have selected the Dutch channel of an international page, these were C&A (3,067,306 likes in 13 channels), Hunkemöller (285,749 likes in 4 channels and Esprit (857,968 likes in 14 channels).

	Hunkemöller	/HunkemollerNL	285,794
DIY/ furniture	Praxis	/praxis	12,744
	Leen Bakker	/leenbakker	20,415
Online	Wehkamp	/wehkampnl	84,651
	Bol	/bolpuntcom	228,781

Sources: Facebook and corporate websites of the respective companies.

Scanning a substantial amount of retailers that are active in the Netherlands for CSR statements and finding their Facebook page resulted in a convenience sample of 20 companies. The sample includes supermarkets, department stores, drug stores, cosmetics stores, clothing chains, furniture and DIY stores and two large online stores, and an overview of the selected companies is shown in Table 1.

Facebook was chosen because this social network platform has the highest penetration in the Netherlands, as almost half of the Dutch population uses it and compared to other social networking sites, people spend most time on Facebook (Newcom, 2012). Initially, the examined time frame was January 2013, for most companies in the sample post every other day or more frequently. However, this resulted in 495 posts among which only 25 that were related to CSR topics. Therefore, posts containing or encouraging CSR topics made in February and March 2013 were included as well. All posts were coded for type of message (e.g. promotional, poll, suggestion, and anecdote). Furthermore, posts were coded for the CSR topics they mention and the behavior related to CSR topics they encourage. The CSR topics I distinguished are sustainability, environment, social issues, charity, and community. This categorization is based on the issues mentioned by MVO and the GRI guidelines for reporting, charity was added because of the focus on this category by Carroll (Carroll, 1991; MVO Nederland, 2013; GRI 2013; Visser 2011). Encouraging behavior related to CSR topics is divided in encouraging sustainable behavior, fair trade consumption and organic consumption. Such encouragement relates to the behavior-changing component or social marketing that is considered essential in CSR communication (Rettie, Burchell, & Riley, 2012). Encouragement of behavior related to CSR topics through Facebook posts can be visual instead of textual, e.g. by advertising organic products or a fair trade brand without mentioning that they are organic, fair trade or sustainable, Furthermore, posts were coded for level of interactivity and level of consumer engagement, by looking whether the post invites people to give comments or share the post and registering the number of shares, likes and comments. Finally, a manual sentiment analysis of the comments on the posts was carried out by coding the tone of these comments as positive, negative, or neutral. These data are complemented with measures on whether companies score high or low on communicating CSR online, besides their Facebook page. This measure was operationalized by looking whether companies report CSR through their website (statements, policies and annual reports) and Facebook page in general (either through the description or through a separate component). On top of coding messages, extensive notes were kept while analyzing posts to complement the figures and identify

several key CSR issues discussed on Facebook pages and typical patterns of interaction between company and consumers. These notes served as an illustration to the findings. In the following section, the results on how companies use Facebook to communicate CSR topics will be discussed first. After that, the focus shifts to consumer reaction by discussing the analysis of the interaction with the Facebook posts.

5. Results

5.1. How companies use Facebook pages for CSR communication

The data on the companies in general showed that almost all companies included in the sample use their website to communicate their CSR efforts, and a majority published a more elaborate CSR policy on their website. Companies that had an annual report available, usually dedicated a section of this report to CSR, as can be seen in Table 2.

Table 2. Overview of online CSR communication means used by companies in sample

Variable	Used by company	Percentage
Mentioning CSR on website	17	85%
CSR policy on website	13	65%
CSR in annual report*	13	65%
CSR mentioned on Facebook page	4	20%
CSR component on Facebook page	4	20%

* The annual reports of 6 companies were missing

However, the number of companies that mentions CSR in the “about” section of their Facebook page is substantially lower; only 4 out of 20 companies used their Facebook page description to do so. Also, only 4 companies (the same companies that mention CSR on their Facebook page except for 1) used the functionality of adding a component on their Facebook page and dedicating this to CSR. In total, 5 companies used their description or a component to communicate their CSR efforts or policy, of which 3 were supermarkets. The other companies were Zeeman, a textile company, and Body Shop, a cosmetics company that is dedicated to animal welfare. These components can be used for co-creation between the company and consumer, but only one of the companies has a CSR component with some degree of interactivity, namely a poll. Other CSR components usually contained information, e.g. an online version of their CSR policy or a section from the annual report.

Nevertheless, mentioning CSR on the “about” page or dedicating a particular Facebook component to CSR are not the only ways this topic can be addressed by companies. Companies can also choose to include CSR in the messages they post on their timeline. For this reason, all 20 companies were included when analyzing their timeline posts. Looking at the number of posts

containing or encouraging a CSR topic, it becomes clear that not all companies address these topics in their Facebook posts either. As can be seen in Table 3, Body Shop (33,33%) and Marqt (29,03%) have the highest amount of CSR related posts, while they are also the companies that have made social responsibility and sustainability to be the core of their existence, as can be read on their websites. Supermarkets are next in line, with Lidl having most posts that are CSR related, but Albert Heijn having a higher percentage (16,18%). Jumbo has a lower percentage (2,87%) than quite some other companies, partly due to their high total amount of posts. Then there are several companies in different branches that pay some attention to CSR topics on their Facebook page, such as C&A, Hema, Kruidvat, Praxis and Bol, which all have several posts that contain or encourage a CSR topic. De Bijenkorf, Douglas and Zeeman all have one post related to a CSR topic. Less than half of the included companies have no posts related to a CSR topic, particularly in the clothing and cosmetics branches.

Table 3. Amount and percentage of messages that contain or encourage CSR topics, per company

<i>Branch</i>	<i>Company</i>	<i>Amount of messages containing or encouraging CSR topics</i>	<i>Percentage</i>	<i>Total amount of messages posted between January and March</i>
Supermarket	Marqt	18	29,03	62
	Albert Heijn	11	16,18	68
	Lidl	17	14,05	121
	Jumbo	5	2,87	174
Department store	C&A	7	4,17	168
	Hema	3	3,57	84
	De Bijenkorf	1	0,60	168
	V&D	0	0,00	78
Drugstore	Kruidvat	4	3,92	102
	Etos	0	0,00	61
Cosmetics	Bodyshop	24	33,33	72
	Douglas	1	2,38	42
	ICI Paris XL	0	0,00	57
Clothing	Zeeman	1	2,63	38
	Esprit	0	0,00	58
	Hunkemoller	0	0,00	75
DIY/furniture	Praxis	3	4,23	71
	Leen Bakker	0	0,00	36
Online	Bol	4	2,90	138
	Wehkamp	0	0,00	46
Average		4,95	5,99	85,95

Besides differences in number of posts, there were also differences in topics that were addressed or sorts of behavior that were encouraged. Not all companies that post CSR related messages focus on the same topic. Sustainability and the environment are mentioned more frequently than charity and community issues (see Appendix 1). Social issues are positioned in between, mainly because of the Body Shop. This company often discusses animal rights and continuously campaigns against testing cosmetics on animals, which is their “niche” CSR topic and which was filed under social issues. On the other hand, there were cases in which consumers would raise issues if they felt companies did not address them sufficiently. An example of this is the issue of “plofkip” (broilers offered for discount prices), a key issue present on the Facebook pages of the examined supermarkets. In the first weeks of January, many people commented on messages posted by the supermarkets using references to the welfare of “plofkip”, incensed by the Wakker Dier foundation. This foundation launched a campaign against cheaply offered but over-fed chicken, mainly targeted at Albert Heijn and Jumbo. Because of the discussions that were evoked, which will be addressed in the following section, the supermarkets later released official statements on their Facebook pages. On the Facebook pages of companies other than supermarkets and the Body Shop, consumers raised CSR topics only in a few instances. These topics included toxics used for the production of clothing, child labor and fair trade issues, and animal welfare. Usually, companies would not reply on such issues, even though some of the companies offered customer care through Facebook. If consumers did not raise these topics on the companies’ Facebook pages, CSR topics were mainly absent, even though the companies did report their CSR policy and progress through their website and annual reports.

Apart from addressing different CSR topics, companies also differed in whether they combined mentioning CSR topics with encouraging behavior related to these CSR topics or whether only one of these two components was present in their posts. Some companies mainly encourage CSR related behavior, either sustainable, fair trade or organic consumption, without mentioning these topics in their message (see Appendix 2). In some of those cases it seems as if CSR related behavior is promoted unconsciously, for example when a drugstore gives away sustainable or organic face masks as a promotion or a DIY store that inspires consumers to reuse their old ladder as a bookshelf. By doing so, a company does not make a point about the product or behavior being sustainable or organic, but encourages the consumer to choose or use a more sustainable alternative. Another example is a company promoting their new collection of sustainable goods, without mentioning that they are sustainable or organic. Again, the consumer is encouraged to choose a sustainable alternative without being told. On the other hand, some companies posted messages that only mention CSR topics, without making an effort to encourage consumers to take sustainable, fair trade or organic action. These are often announcements, whereas the posts that

encourage but do not contain CSR topics (or the combination of containing and encouraging) were more often promotions, as can be seen in Appendix 3. Such announcements can update Facebook fans on progress made on solving a welfare issue, as supermarkets did in the broiler case, or announcing the amount of money or goods donated to a cause. Still, the biggest group of CSR related posts both contains and encourages CSR behavior. Because raising or encouraging CSR topics and related behavior could evoke different interaction from consumers than other posts, the following section will address consumer response to CSR related messages.

5.2. Consumer response

Posts that did and did not contain and/or encourage CSR were compared by carrying out T-tests, to see whether the amount of likes, shares and comments and tone of comments differed. The results are shown in Table 4. The only significant difference between messages that contain and encourage CSR topics and behavior and those that do not, was that the former messages receive fewer comments than the latter. This might seem counterintuitive, but can be due to the fact that quite some posts that contain polls or contests, receiving a substantial amount of comments, often were not the posts that contained and encouraged CSR topics. For example, supermarkets often asked their fans questions on what winter dish they would prepare that evening (in January), to which large amounts of fans often replied with their favorite stew. Besides that, messages that encourage but do not contain CSR topics, received less negative comments on average. The other differences in means are not significant and could therefore show up due to chance. Looking at differences per company does not yield very different results, but comparing companies with low and higher levels of CSR communication through the internet does alter the picture. Here, a low level of online CSR communication means using two or less of the measured online CSR communication means (website statement, CSR policy on website, CSR in annual report, CSR statement on Facebook and CSR component on Facebook, see Table 2). A high level means that companies used 3 or more ways to communicate CSR online. For companies that have a high level of online CSR communication in general, consumers usually interacted comparatively with both messages that contain and/or encourage CSR topics and messages that do not contain and/or encourage this. This can be seen in Table 5.

Table 4. Differences in reactions for messages that do or do not contain CSR topics

	<i>Message contains and encourages CSR topic</i>			<i>Message contains but does not encourage</i>			<i>Message encourages but does not contain CSR topic</i>		
		N	Mean		N	Mean		N	Mean
Message likes	0	527	490,40	0	533	429,47	0	548	480,70
	1	42	284,12	1	36	1151,83	1	21	330,86
Message shares	0	527	38,15	0	533	33,94	0	548	38,09
	1	42	34,52	1	36	96,28	1	21	32,57

Message comments	0	527	86,77*	0	533	81,91	0	548	84,13
	1	42	35,90*	1	36	99,39	1	21	54
Ratio positive comments	0	498	0,742	0	505	0,743	0	520	0,740
	1	41	0,703	1	34	0,679	1	19	0,724
Ratio negative comments	0	498	0,111	0	505	0,109	0	520	0,111**
	1	41	0,093	1	34	0,116	1	19	0,053**

*p<0,05; **p<0,005; ***p<0,001

Table 5. Differences in reaction for messages that do or do not contain and/or encourage CSR topics, divided by low and high level of CSR web communication.

		Message contains and encourages CSR topics			Message contains but does not encourage CSR topic			Message encourages but does not contain CSR topic			
		N	Mean		N	Mean		N	Mean		
0	Message likes	0	251	598,67	0	264	581,30	0	263	576,39	
		1	23	301,57	1	10	373,80	1	11	510,18	
	Message shares	0	251	32,80	0	264	33,34	0	263	32,16	
		1	23	33,00	1	10	19,10	1	11	48,45	
	Message comments	0	251	105,28	0	264	101,55	0	263	99,41	
		1	23	32,87	1	10	37,30	1	11	94,36	
	Ratio positive comments	0	236	0,750	0	248	0,748	0	248	0,739**	
		1	22	0,676	1	10	0,628	1	10	0,859**	
	Ratio negative comments	0	236	0,108**	0	248	0,106*	0	248	0,106***	
		1	22	0,053**	1	10	0,048*	1	10	0,038***	
	1	Message likes	0	276	391,93	0	269	280,45	0	285	392,40
			1	19	263	1	26	1451,08	1	10	133,60
Message shares		0	276	43,01	0	269	34,53	0	285	43,55	
		1	19	36,37	1	26	125,96	1	10	15,10	
Message comments		0	276	69,94	0	269	62,64	0	285	70,03	
		1	19	39,58	1	26	123,27	1	10	9,60	
Ratio positive comments		0	262	0,736	0	257	0,739	0	272	0,741	
		1	19	0,733	1	24	0,701	1	9	0,575	
Ratio negative comments		0	262	0,113	0	257	0,112	0	272	0,116	
		1	19	0,139	1	24	0,144	1	9	0,069	

Differences significant by T-test with *p<0,05; **p<0,005; ***p<0,001

On the other hand, for companies that have a low level of online CSR communication in general, interactivity with posts that contain and/or encourage CSR topics differs from interaction with other posts. The comments were less negative on average, whereas posts that encouraged but did not contain CSR topics also received more positive comments on average than other posts. Therefore, consumers seem to react more positively to comments that encourage CSR topics from companies with a low level of general online CSR communication than to other posts. For companies

with a high level of online CSR communication, no such difference was found, which means that for these companies, consumers do not react differently on CSR related posts.

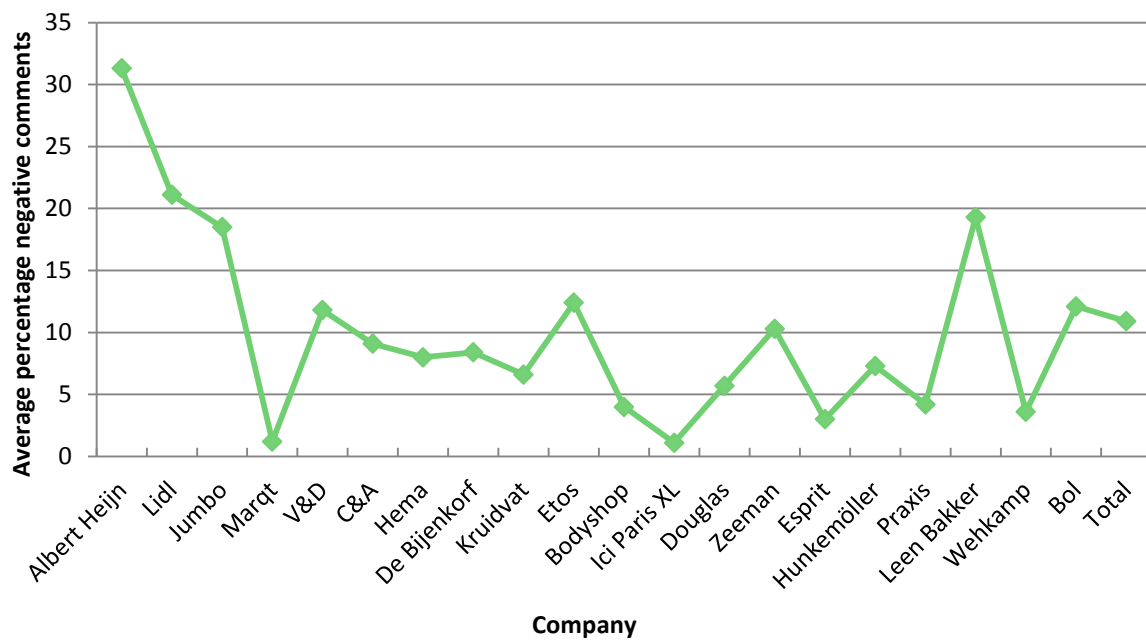
The non-significant differences that are visible in Table 8 can mainly be explained by large variances in interactivity. The quite low ratios of negative comments, for example, do not mean that consumers do not raise or discuss issues on the Facebook pages of companies. On the contrary, looking at the aforementioned “plofkip” can illustrate the liveliness and variety of discussions on some of the Facebook pages examined. Discussions regarding broilers on the Facebook pages of supermarkets often started alike. Some consumers would react to the topic presented in a message unrelated to broilers, posted by the company, usually positive and relevant. Sometimes people raised related or unrelated complains, and during those first weeks of January many people would start to post comments about broiler welfare or post a link to the Wakker Dier advertisement. Some people seemed to post the same comment as a reply to several messages of the supermarket, sometimes people adapted their comment to the content of the message they replied to. In most cases, other consumers would disagree and start to argue with these broiler posters or react annoyed. None of the supermarkets replied to these comments directly, but after a few days Albert Heijn addressed the topic in an official statement posted on their Facebook page. They created an app to answer questions and also replied to comments on Facebook. Later on they posted a message showing their progress in improving chicken welfare. Jumbo supermarkets was “attacked” a few days later, but less extensive as Albert Heijn, whereas some consumers posted their message on both pages. This supermarket also did not reply to comments, though some consumers remarked that Jumbo censored their Facebook page. After some weeks, Jumbo released an official statement as well, including their progress. However, the discussion following both posts were extensive and contained a variety of viewpoints, similar to those mentioned in earlier discussions: cheap broilers were regarded as the consequence of consumers demanding low prices, some consumers trusted the supermarket in improving the situation or reminded each other that consumers can already choose for free range or organic chicken. Some consumers wrote that chicken welfare does not bother them, one of them phrasing his argument as: ‘once on my plate, I do not taste any difference between broilers and free range [chicken]’ (translated by me). At the same time, both supermarkets get replies of consumers that threaten to boycott the respective supermarket because of the chicken welfare. Even after releasing official statements and demonstrating progress, consumers are not convinced that welfare will improve or believe that this improvement should be made immediately, instead of gradually over the course of a few years as is planned now. Nevertheless, for both official statements, the amount of likes outnumbered the negative comments by far.

Other initiatives raised by supermarkets also usually receive some complaints, often related to money. Either the supermarkets (or their leaders) are not altruistic enough, or the consumer has

to pay too much. Albert Heijn demonstrated that they reduced their paper use significantly by asking customers whether they wanted their receipt instead of automatically presenting it. Consumers complained about this on Facebook, because cashiers seem to make mistakes often and therefore, consumers felt they have to check their receipt. One consumer described this feeling with: 'first my money, after that the environment'. Consumers also show distrustfulness because they do not believe their money or donation will end up 'in the right place', especially regarding good causes or community initiatives. Such comments are mainly neglected by companies, who rarely reply directly to comments doubting their CSR policy. This observation is applicable to most companies, even though they do offer web care through Facebook in many cases, they do not provide straightaway answers to questions related to CSR. The initiatives that are received mainly positively are the ones that do not ask any engagement of consumers: liking a post in exchange for a donation, anecdotes of community initiatives, an "eat healthy" campaign on schools and several announcements on sustainable awards and labels. One example is Lidl, known for being one of the price leaders among the supermarkets. Nevertheless, the company has introduced several CSR initiatives that can be easily aligned with a price leader strategy and that require limited effort from the consumer, such as their "1 for now, 1 for later" promotions, to reduce waste by buying more than you need. Contrary to Albert Heijn and Jumbo, Lidl effortlessly promotes Fair Trade roses and chocolate right before Valentine's Day. This may seem easy, but is positively received by consumers – apart from the ones that do not appreciate Valentine's Day in general.

Consumers seemed to react more friendly to messages posted by other companies than supermarkets, but show their support and affection for the company instead. The average percentages of negative comments per company seem to demonstrate this, for supermarkets appear to have higher percentages of negative comments than other companies. One exception is CSR oriented supermarket Marqt, which received only a few negative comments, as can be seen in Figure 2. These comments included some comments questioning Marqt's intentions, a type of comments that was also present on Body Shop's Facebook page. In the case of the Body Shop, consumers distrusted L'Oreal, the company that took over the Body Shop in 2006.

Figure 2. Average percentage of negative comments per company



6. Discussion

This article aimed at researching the use of social media in CSR communication by retail companies.

The research question was:

How do Dutch retail companies use social media to engage consumers in their corporate social responsibility (CSR) efforts and how do consumers react to these efforts online?

In order to answer this research question, the Facebook pages of 20 retailing companies in the Netherlands were analyzed by examining messages posted by the company in January 2013 and messages containing or encouraging CSR topics in February and March 2013. Additionally, the websites, annual reports and Facebook page in general were analyzed to provide complementary data. These analyses showed that even though websites and annual reports are used to communicate CSR, the “about” section and additional components that Facebook provides is used only by a minority of the selected companies to address CSR topics which confirms McCorkindale’s (2010) findings. On the other hand, a majority of the examined companies did posts messages that contain and/or encourage CSR topics, albeit with varying frequency. The vast majority mentioned or encouraged CSR topics in less than 5 posts over the course of three months. CSR oriented companies and supermarkets pay most attention to CSR topics. For the majority of retailing companies besides supermarkets, CSR topics were barely present on their Facebook page. Even if these companies communicated their CSR policy and progress through their website and annual reports, they usually did not communicate this through Facebook. These CSR communication strategies resemble the

criticized CSR 1.0 communication forms, which may lead to corporate auto communication (Pollach, 2011) and incremental effect on consumers, as pointed out by Visser (2011).

Even though a majority of companies does post messages related to CSR on their Facebook page, the platform is barely used to work together in a constructive way, but functions more as public forum with asymmetric two-way communication. Consumers do raise issues, such as working conditions and animal welfare, but companies do not always respond, which hinders a more symmetrical form of communication. Especially on the Facebook pages of supermarkets, consumers can become critical, but do not always get a reply to their remarks. At the same time, there are cases in which people complained about censorship by the companies. If companies remove critical posts from their Facebook page or do not reply, two-way communication will become asymmetrical and might even become one-way communication. For this reason, many of the examined companies do not seem to implement recent CSR communication models outlined by various researchers (Verčič & Grunig, 2000; Visser, 2011).

Even if companies come up with new initiatives or report progress on a CSR topic, their consumers will often remain critical and raise new concerns or remarks. Consumers seem to never really be satisfied. Facebook seems to have become a stage for consumers to raise issues and question companies. However, the issues and arguments raised on Facebook are often found in other media as well. Therefore, Facebook seems to be used as an echo chamber of other media, voicing consumers' complaints and likes – the latter usually outnumbering the former. Nevertheless, because CSR related posts usually get just as many likes, shares and comments as other posts, it seems that Facebook can and is being used to inspire people to choose for more sustainable behavior. Even if companies have a low level of online CSR communication, posts that encourage CSR behavior (implicitly) are received more positively by consumers than other posts. Therefore, Facebook can also be used for the often considered important social marketing component of CSR communication (Jahdi & Acikdilli 2009; Merskin, 2009; Ottman, 2011; Rettie, Burchell & Riley, 2012). Moreover, Facebook can be regarded as a medium that does reach audiences and goes beyond the auto communication of corporate websites. Although the reach is unclear and companies should be prepared to handle criticisms and questions, this has also been advocated by Verčič and Grunig (2000), to enable companies to move towards two-way symmetrical ways of communication. Starting to participate more actively in discussions on CSR would enable companies to get a better grasp on the needs and assumptions of stakeholders. Companies already ask numerous trivial questions through their Facebook page, to which consumers often react, so asking about CSR topics would not be substantially different. One exception was C&A, who posted a poll to ask consumers about their thoughts on organic cotton. Most people voted positively, although they were not willing to pay more for organic cotton. Such polls provides C&A with insights on consumer preferences, whereas

consumers become aware of C&A offering organic cotton, as there were some voters that did not know about this. Nevertheless, many companies have not yet implemented this CSR communication strategy.

Because this research was carried out in the Netherlands, analyzing posts of Dutch companies and comments made by Dutch consumers, this might limit the results. Micheletti, Stolle and Berlin (2012) demonstrated that boycotting and boycotting varies per country among European countries. Dutch youngsters are ranked in the middle, therefore, it is possible that not all other consumers will react differently to CSR efforts. Furthermore, many of the companies that are included – in clothing, cosmetics and drugstores – target at a female audience. This is another limitation, but can also be regarded as a result; many companies that do target men did not have sufficient fans on Facebook or did not have a statement on CSR (e.g. sports, sneaker and multimedia companies).

Overall, this article showed that quite some companies in the retailing sector seem to make progress from CSR 1.0 to 2.0, even if their contribution does not always seem conscious or is not always encouraging. Facebook and social media in general seem to be adequate platforms to communicate CSR efforts, but this depends on how companies use it. Although adding social media to communicating CSR through the corporate website and annual report will not immediately lead to the collaboration necessary for CSR 2.0, it does at least function as an information channel reaching out to consumers. Furthermore, social media provides companies with tools to integrate CSR in their entire company, by using it to reflect on their business conduct and build more symmetrical and interactive relationships with consumers. This could overcome the limited integration of the different components in Carroll's (1991) classic CSR pyramid. There is still a long way to go for companies to embed these CSR communication strategies. Moreover, there is a variety in how this is currently operationalized and how consumers react to this. Further research is needed to find out what explains this variety, by enhancing methods and measures. On the other hand, more research on consumer response can contribute to developing communication strategies, so that companies and consumers working together on sustainable development.

7. References

- Albinsson, P.A. & Perera, B.Y. (2012). "Consumer Activism through Social Media: Carrots versus Sticks". In: Close, A.G. (ed.), *Online Consumer Behavior: Theory and Research in Social Media, Advertising and E-tail*. New York: Routledge.
- Andreasen, A.R. (1994). Social Marketing: Its Definition and Domain. *Journal of Public Policy & Marketing* (13) 1, pp. 108-114.

- Asif, M., Searcy, C., Dos Santos, P. & Kensah, D. (2012). A Review of Dutch Corporate Sustainable Development Reports. *Corporate Social Responsibility and Environmental Management*. DOI: 10.1002/csr.1284
- Bell DeTienne, K. & Lewis, L.W. (2005). The Pragmatic and Ethical Barriers to Corporate Social Responsibility Disclosure: The Nike Case. *Journal of Business Ethics* 60, pp. 359–376. DOI: 10.1007/s10551-005-0869-x
- Capriotti, P. & Moreno, A. (2006). Corporate citizenship and public relations: The importance and interactivity of social responsibility issues on corporate websites. *Public Relations Review* 33, pp. 84–91.
- Carroll, A.B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons* 34 (4), pp. 39-48.
- Carroll, A. B. (1999). Corporate social responsibility evolution of a definitional construct. *Business & society*, 38(3), 268-295.
- CBL (2012). *Jaarverslag 2011*. Leidschendam: CBL. Retrieved from: http://www.cbl.nl/fileadmin/user_upload/CBL_JV2011_web.pdf
- CBS (2011). “Ouderen maken inhaalslag op het internet”. *CBS Webmagazine*. Retrieved from: <http://www.cbs.nl/nl-NL/menu/themas/vrije-tijd-cultuur/publicaties/artikelen/archief/2011/2011-3537-wm.htm>
- Deloitte (2012). *Consumentenonderzoek 2012*. The Netherlands: Deloitte. Retrieved from: <http://actueel.deloitte.nl/branches/consumentenmarkt/consumentenonderzoek-2012/>
- Eilbirt, H. & Parket, I.R. (1973). The current status of corporate social responsibility. *Business Horizons* 16, pp. 5-14.
- Farache, F. & Perks, K.J. (2010). CSR advertisements: a legitimacy tool? *Corporate Communications: An International Journal* (15) 3, pp. 235 – 248.
- Frederick, W.C. (1998). Moving to CSR4: What to Pack for the Trip. *Business & Society* 37, pp. 40-59. DOI: 10.1177/000765039803700103
- Friedman, M. (1970). The social responsibility of business is to increase its profit. *New York Times Magazine*, September 13.
- Global Reporting Initiative [GRI] (2012). *Annual Report 2011/2012*. Amsterdam: GRI. Retrieved from: <https://www.globalreporting.org/resourcelibrary/GRI-Annual-Report-2011-2012.pdf>
- Global Reporting Initiative [GRI] (2013). *G4 Sustainability reporting guidelines*. [Online document]. Retrieved 20 May 2013 from: <https://www.globalreporting.org/resourcelibrary/GRIG4-Part1-Reporting-Principles-and-Standard-Disclosures.pdf>
- Gomez, L. M. & Chalmeta, R. (2011). Corporate responsibility in U.S. corporate website: A pilot study. *Public Relations Review* 37, pp. 93-95.

- Haanpää, L. (2007). Consumers' green commitment: indication of a postmodern lifestyle? *International Journal of Consumer Studies* 31, pp. 478–486.
- HBD (2012a). *Positiestudie duurzaam ondernemen in het MKB Detailhandel*. [Position study CSR in the SME retail sector]. Zoetermeer: HBD. Retrieved from: <http://www.hbd.nl/pages/4365/Onderwerpen/Duurzaam-ondernemen/Duurzaam-ondernemen-in-de-detailhandel-positiestudie.html>
- HBD (2012b) “Bestedingen en marktaandeelen” [Expenses and market shares]. *Web page*. Retrieved from: http://www.hbd.nl/pages/15/Bestedingen-en-marktaandeelen/Detailhandel-totaal/Bestedingen-per-jaar.html?subonderwerp_id=22
- HDB (2013). “Consument online” [Consumer online]. *Web page*. Retrieved from: http://www.hbd.nl/pages/15/Consument-online/Webwinkels/Aankopen-via-internet.html?subonderwerp_id=62
- Jahdi, K.S. & Acikdilli, G. (2009). Marketing Communications and Corporate Social Responsibility (CSR): Marriage of Convenience or Shotgun Wedding? *Journal of Business Ethics* 88, pp. 103–113. DOI 10.1007/s10551-009-0113-1
- Jones, B., Temperley, J., & Lima, A. (2009). Corporate reputation in the era of Web 2.0: the case of Primark. *Journal of Marketing Management*, 25(9-10), 927-939.
- Kotler, P. & Lee, N. (2005). *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*. Hoboken: Wiley.
- Kreshel, P. (2009). “The adoption of social responsibility through cause-related marketing as a business strategy is unethical”. In: Pardun, C.J. *Advertising and Society: Controversies and Consequences*. West Sussex: Wiley-Blackwell.
- Lipsman, A., Mudd, G., Rich, M., & Bruich, S. (2011). *The Power of the Like: How Brands Reach and Influence Fans Through Social Media Marketing*. [Online report]. comScore.
- McCorkindale, T. (2010). Can you see the writing on my wall? A content analysis of the Fortune 50's Facebook social networking sites. *Public Relations Journal* (4) 3.
- Merskin, D. (2009). “Companies are wise – and ethical – to use “social responsibility” as a creative strategy. In: Pardun, C.J. *Advertising and Society: Controversies and Consequences*. West Sussex: Wiley-Blackwell.
- Micheletti, M. & Stolle, D. (2012). Sustainable Citizenship and the New Politics of Consumption. *The ANNALS of the American Academy of Political and Social Science* 664, pp. 88-120. DOI: 10.1177/0002716212454836
- Micheletti, M., Stolle, D. and Berlin, D. (2012). "Habits of Sustainable Citizenship: The Example of

- Political Consumerism". In: Alan Warde and Dale Southerton (eds.) *The Habits of Consumption*, Studies across Disciplines in the Humanities and Social Sciences 12. Helsinki: Helsinki Collegium for Advanced Studies. Pp. 141–163.
- Mögele, B. & Tropp, J. (2010). The emergence of CSR as an advertising topic: A longitudinal study of German CSR advertisements. *Journal of Marketing Communications (16)* 3, pp. 163–181.
- Montiel, I. (2008). Corporate Social Responsibility and Corporate Sustainability: Separate Pasts, Common Futures. *Organization Environment* 21, pp. 245-268.
- MVO Nederland (2013). *Tendrapport 2013: 10 MVO-trends in het Nederlandse bedrijfsleven*. Utrecht: MVO Nederland. Retrieved from: http://www.mvonederland.nl/sites/default/files/tendrapport_2013_-_mvo_nederland_def.pdf
- Newcom Consultancy and Research (2012). *Social Media gebruik in Nederland 2012*. [Online slideshow]. Retrieved from: <http://www.slideshare.net/newcomresearch/newcom-research-consultancy-gebruik-social-media-nl-mei-2012>
- O'Reilly, T. (2007). What is Web 2.0: Design Patterns and Business Models for the Next Generation of Software. *Communications & Strategies* 1, pp. 17-37. Retrieved from: <http://ssrn.com/abstract=1008839>
- Ottman, J.A. (2011). *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*. San Francisco: Berrett-Koehler Publishers.
- Pingdom (2012). "Report: Social network demographics in 2012" [Blog post]. Retrieved from: <http://royal.pingdom.com/2012/08/21/report-social-network-demographics-in-2012/>
- PwC (2012). *Demystifying the online shopper: 10 myths of multichannel retailing*. Online publication. Retrieved from: <http://read.pwc.nl/i/105975/>
- Rettie, R., Burchell, K. & Riley, D. (2012). Normalising green behaviours: A new approach to sustainability marketing, *Journal of Marketing Management (28)*, 3-4, pp. 420-444.
- Schmidt, A. & Donsbach, W. (2012). „Grüne“ Werbung als Instrument für „schwarze“ Zahlen Eine Inhaltsanalyse ökologischer Anzeigen aus deutschen und britischen Zeitschriften 1993 bis 2009. *Publizistik* 57, pp. 75–93. DOI 10.1007/s11616-012-0140-2
- Schumpeter, J. (1975). *Capitalism, Socialism and Democracy*. London and New York: Routledge.
- Toffler, A. & Toffler, H. (2006). *Revolutionary Wealth. How it Will be Created and How it will Change our Lives*. New York: Alfred A. Knopf.
- Verčič, D. & Grunig, J.E., 2000. "The origins of public relations theory in economics and strategic management". In: Moss, D., Verčič, D. & Warnaby, G. (eds.). *Perspectives on Public Relations Research*. London & New York: Routledge.
- Visser, W. (2011). *The Age of Responsibility: CSR 2.0 and the New DNA of Business*. Hoboken:

Wiley.

Ward & De Vreese (2011). Political consumerism, young citizens and the Internet. *Media, Culture and Society* 33(3), pp. 399-413.

World Commission on Environment and Development (1987). *Our Common Future*. Oxford: Oxford University Press.

8. Appendices

Appendix 1. Percentages of CSR topics mentioned or encouraged in Facebook posts per company

Company	Percentage Sustainability	Percentage Environment	Percentage Social Issues	Percentage Community	Percentage Charity	Percentage encouraging sustainability	Percentage encouraging fair trade	Percentage encouraging organic
Marqt	17,74	16,13	6,45	1,61	0,00	12,90	11,29	16,13
Lidl	3,31	0,83	3,31	8,26	8,26	4,13	2,48	0,00
Albert Heijn	5,88	5,88	1,47	7,35	7,35	4,41	0,00	0,00
Jumbo	2,30	2,30	0,57	0,00	0,57	1,72	0,00	0,00
C&A	3,57	4,17	0,00	0,00	1,19	3,57	0,00	1,79
Hema	0,00	0,00	0,00	0,00	0,00	3,57	0,00	0,00
De Bijenkorf	0,00	0,60	0,00	0,00	0,00	0,60	0,00	0,00
V&D	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Kruidvat	1,96	1,96	0,00	0,00	0,00	3,92	0,00	2,94
Etos	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Bodyshop	2,78	5,56	22,22	6,94	4,17	1,39	12,50	1,39
Douglas	0,00	0,00	0,00	0,00	0,00	2,38	0,00	2,38
ICI Paris XL	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Zeeman	0,00	0,00	2,63	2,63	2,63	0,00	0,00	0,00
Esprit	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Hunkemoller	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Praxis	2,82	2,82	4,23	0,00	1,41	1,41	2,82	1,41
Leen Bakker	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Bol	0,00	0,00	0,00	0,00	0,00	2,90	0,00	1,45
Wehkamp	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Average percentage	2,02	2,01	2,04	1,34	0,26	2,15	1,45	1,37

Appendix 2. Overview of messages, combinations of encouraging an containing CSR topics, per company.

Company name	Message does not encourage but does contain CSR topics	Messages that encourage and contain	Message encourages but does not contain	Total number of posts
Albert Heijn	8	2	1	31
Lidl	9	8	0	44
Jumbo	2	3	0	36

Marqt	1	13	4	22
V&D	0	0	0	21
C&A	0	7	0	47
Hema	0	2	1	33
De Bijenkorf	0	1	0	39
Kruidvat	0	2	2	36
Etos	0	0	0	19
Body Shop	15	4	5	35
Ici Paris XL	0	0	0	18
Douglas	0	0	1	18
Zeeman	1	0	0	13
Esprit	0	0	0	15
Hunkemöller	0	0	0	32
Praxis	0	0	3	27
Leen Bakker	0	0	0	13
Wehkamp	0	0	0	17
Bol	0	0	4	53
<i>Total</i>	36	42	21	569

Appendix 3. Messages encourages but does not contain CSR topic, cross table with message type

<i>Message type</i>	<i>Message does not encourage but does contain CSR topic</i>	<i>Message contains and encourages CSR topic</i>	<i>Message encourages but does not contain CSR topic</i>	<i>Total</i>
Announcement	22	8	3	81
Promotion	5	22	12	207
Poll	1	1	0	70
Suggestion	4	10	6	159
Anecdote	3	1	0	9
Facebook change	1	0	0	34
Other	0	0	0	9
<i>Total</i>	36	42	21	569