CSR Communication in the Digital Age

Investigating the Strategic Utilization of Social Media in the Social Enterprise Sector

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ABSTRACT

This research aims to explore the value and utilization of social media strategies in corporate social responsibility (CSR) communication and their effectiveness among the social enterprise sector in the Netherlands. The concept of CSR has gained a lot of prominence within the business landscape in the past few years, posing numerous challenges for businesses to successfully communicate their social responsibility. Simultaneously, the emergence of the Internet, and more specifically of diverse social media platforms, has challenged the existing one-way communication approach of businesses in regard to CSR and has propelled the need for establishment of a dialogue with the stakeholders in businesses' search for a stronger connection with the society. The notions of CSR and CSR communication have been predominantly examined in relation to the operations of large corporations such as General Electric or Timberland, as well as amongst medium and small businesses. However, scholars have not yet taken into account the vast expansion of the social enterprise sector as the new way of doing business, where CSR exists at its essence. Thus, it was of crucial importance for the further advancement of CSR and CSR communication literature to take on this approach and explore how social enterprises determine their social media strategy with respect to communicating CSR. In order to examine the current problem, this research relied on a qualitative approach through semi-structured interviews conducted with experts in the fields of communications and operations within a set of social enterprises in the Netherlands. The main results of this research showed that social enterprises consider it crucial to communicate their identity to the stakeholders through showcasing their socially responsible efforts. It became evident that social enterprises primarily engage in an information strategy on social media focused on creating awareness when it comes to their CSR operations. This research also revealed the general attempts of the social enterprises to engage with their stakeholders through the establishment of a dialogue that is, however, still in its development stage. Due to lack of resources in the social enterprise sector, the effectiveness of the social media strategy in CSR communication, proved difficult to be established. Thus, this research closes with the hopes that future research will build on the current findings and take on a further in-depth exploration of the social enterprise sector in relation to CSR and CSR communication.

KEYWORDS: *corporate social responsibility, CSR communication, social media, strategy, social enterprise sector*

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Table of Contents

Abstract and keywords

Acknowledgements

1. Introduction

The rapid change in the socio-economic landscape and the inability of governments to deal with the vast array of social problems has resulted in the growing need for private businesses to get involved in tackling those issues (Ernst & Young, 2014). Therefore, in the past decade, the way business has been conducted has drastically shifted due to the progressive rise of the global phenomenon of corporate social responsibility (CSR) as an indispensable unit to the business practices (Meehan, Meehan, & Richards, 2006). Businesses have been put under pressure as they are now expected to not merely focus on their profit (Carroll, 2015), but to also leverage their potential by positively contributing to society. The concept of CSR has gained a lot of prominence among businesses and has instigated a large wave of scrutiny among scholars due to its multidimensional character (Christensen, Morsing, & Thyssen, 2013). In order to understand the concept of CSR, it is crucial to focus on it through examining the notion of "corporate citizenship" (Matten, Crane, & Chapple, 2003; Meehan et al., 2006) as a concept constituting the idea of businesses being effective not only in their business practices, but also within society.

This intersection between society and the business performance is rooted in the work of Porter and Kramer (2011). They refer to the role of the business within society and focus on the core purpose of the business, arguing that instead of being merely profit- oriented, businesses should aim at creating a "shared value" (p.4) in order to be able to continue thriving (Porter & Kramer, 2011). However, Porter and Kramer (2006) have also pointed out the ineffective approaches of businesses to CSR in the disconnect that exists between their strategy and CSR. Therefore, the authors draw upon the opportunity for businesses to "achieve social and economic benefits simultaneously" (p.10) through contributing to society, while at the same time employing a strategic approach when choosing their focus of CSR in order to gain a competitive advantage (Porter & Kramer, 2006).

At the same time, according to Morsing (2003), in order for CSR to be effective and "add further value" (p.146) businesses should establish an open communication with their stakeholders. Due to the rise of the "critical consumer" (Morsing, 2003, p.147), CSR attempts and communication have been rather seen as a marketing tool for enhancing corporate reputation, as well as the brand image of businesses (Ellerup Nielsen & Thomsen, 2009; Kesavan, Bernacchi, & Mascarenhas, 2013). The emergence of the Internet has challenged the existing one-way communication approach of organizations and has paved the way to the idea of "knowledge sharing" (p.421) between the business and its stakeholders (Chaudhri, 2014). In order to effectively communicate CSR, businesses need to build long-term relationships with the stakeholders and focus on establishing a dialogue

through employing specific CSR communication strategies (Morsing & Schultz, 2006). The need for an interactive communication reveals the rising importance of social media in business-society relationships and directs towards the notion of 'Homo Dialogicus' (Kent & Taylor, 2016), which presents an opportunity for businesses to interact with their stakeholders.

Most research has focused on CSR communication and social media related to large corporations. However, CSR is also considered to be a "crucial consideration" (p.356) within the social enterprise sector (Cornelius, Todres, Janjuha-Jivraj, Woods, & Wallace, 2008). Social enterprises present an "alternative method for pursuing social change" (p.286) identified in their hybrid business structure, which employs social objectives at the core of the business and yet relies on economic capital (Mitchell, Madill, & Chreim, 2015). Therefore, social enterprises reflect a "double-bottom line" (p.355) within which the social mission exists in congruence with the profit outcomes (Cornelius et al., 2008). This confluence of social and financial goals uncovers the dynamism of the social enterprise as a business structure, but at the same time leaves under doubt its stability, long-term existence, and ability to live up to its goals as a socially responsible business (Young, 2012). Cornelius et. al (2008) postulate that social enterprises "share a lot of the challenges" (p.361) of the commercial corporations. One reason might be because they compete "directly with other firms, including not-for-profits, to deliver social value" (Mitchell et al., 2015). In addition, as stated by the European Commission (2016), the social enterprise sector has expanded significantly and has become "the new way of making business" (p.7). The importance of the social enterprise sector has also been identified in a recent report by McKinsey&Company (Keizer, Stikkers, Heijmans, Carsouw, & van Aanholt, 2016), which reveals that the number of social enterprises in the Netherlands alone has increased by 70% for the last five years.

As a relatively new field of study, social enterprises have attracted a growing academic interest (Young, 2012), but most studies have been focusing on the role of the social enterprise in the community (Wallace, 1999). Some research has also briefly addressed the concept of CSR within the social enterprise sector (Cornelius et al., 2008; Visser, 2015), and other, the importance to effectively communicate to the stakeholders through social media (Madill, 2015; Mitchell et al., 2015). However, little research has been done regarding the utilization of social media within the social enterprise sector, despite their growing role as "vehicles for positive social change" (Madill, 2015, p.121). Thus, there is an existing gap in literature into understanding the value of social media in relation to the social enterprise sector, and more specifically the social media strategies social enterprises employ when it comes to effectively communicating CSR. Therefore, the current research aims at filling this gap by exploring the following research question:

RQ: *How do social enterprises in the Netherlands determine their social media strategy with respect to communicating CSR?*

In its aim to discover how social enterprises strategically use social media in regard to communicating their CSR efforts, this study has employed an interpretative approach through the means of semi-structured interviews in order to gather the views of experts in the fields of communications and operations within a set of social enterprises within the Netherlands.

In relation to the emerging research on social enterprises, in his piece on the revolution of CSR, and more specifically focusing on burying the previous approaches towards the concept, Wayne Visser (2015) presents the new era of CSR called CSR 2.0. As the foundation of five principles that will contribute to establishing a new approach towards the CSR practice, as well as to improving the way business is done, the author argues on the importance of creativity and innovation of businesses to be oriented towards solving the "world's social and environmental problems" (Visser, 2015, p.244) and emphasizes on the emerging trend of the social enterprise.

Thus, one can argue that combining philanthropic activities, staying more focused on the interests of the stakeholders, and addressing or communicating the current social problems effectively will form the "new DNA" (Visser, 2015, p.249) of being a good corporate citizen. Therefore, this research is one of the first to explore how social enterprises address their CSR efforts through social media. The current research has strong implications on a global level as there exists the importance of the social enterprise "for international development" (Helmsing & Gómez, 2012). This research also provides some further insights and advice to the social enterprise sector in relation to their CSR communication through social media, while at the same time has implications for the larger corporations in their aim to communicate CSR effectively.

In order to account for consistency and provide depth into the subject matter, the current research has been structured in the following manner. First of all, chapter two provides an in-depth exploration of the concept of CSR, touching upon previous research on the topic. The chapter discusses the components of CSR, in relation to one of the most prominent works in current CSR literature, as well as the notions of corporate citizenship, shared value and competitive advantage. Furthermore, the importance of CSR communication and social media has been further discussed through providing a thorough examination of diverse frameworks and strategies extant in the current body of literature.

Chapter three explains in detail the methodology employed for exploring the subject matter through discussing the relevance of semi-structured interviews for the current research, as well as the techniques used for gathering and analyzing the data.

Chapter four presents the main results that emerged from the data analysis related to the notions of CSR and corporate citizenship, as well as CSR communication on social media. More specifically, this chapter highlights the alignment of the social enterprise identity with their social media strategy, the factors associated to social media adoption, the social media strategies in CSR that the social enterprises employ, and, finally, the effectiveness of such communication approach. Furthermore, within this chapter, a direct link is established between the results of this study and previous research related to the explored concepts.

Thereafter, chapter five establishes a discussion on the theoretical and managerial implications of this study, highlighting the value it contributes to the academic field, as well as providing advice for the social enterprise sector in relation to their CSR communication on social media.

In conclusion, chapter six draws upon the limitations of the current research, as well as provides suggestions for future research in relation to CSR communication, social media and the social enterprise sector.

2. Theoretical Framework

In this chapter, the main concepts related to the current study will be examined in depth. First of all, the evolution of the concept of CSR is explained briefly to set the ground for exploring the current debate on the notion. Secondly, in order to provide a consistent overview of the CSR concept, the most prominent frameworks in CSR literature are highlighted, namely the different components related to the idea of CSR, the notion of corporate citizenship, as well as the conjugation and discrepancy between these terms. Also, building on further CSR theory, the notion of shared value and competitive advantage is presented as the basis for exploring the social enterprise sector and what exactly it entails. For the purpose of this study, a further link between the notion of CSR and its implications for online communication is established. Thus, the idea of CSR communication is discussed within the boundaries of social media through exploring the classification of social media and the factors that businesses consider relevant to adopting social media in their communication strategy. In addition, a diverse array of frameworks is presented in order to provide further depth into the idea of effective CSR communication online through the establishment of dialogue with the stakeholders, as well as touching upon the content and channels that can contribute to such a goal. Lastly, the diverse communication strategies that businesses can adopt in order to effectively communicate their CSR efforts to the stakeholders are discussed.

2.1. CSR

2.1.1 A brief overview of CSR

In order to gain a deep understanding of what CSR constitutes, it is essential to first explore its history, as well as consider the latest interpretations and terminology of the concept. The conceptualization of the notions that CSR carries in the current body of literature has first started to emerge in the 1950s. According to Carroll (1999), the first approach towards defining the relationship between businesses and society has been outlined in the work of Howard R. Bowen, where CSR has been initially referred to as the idea of the responsibility businesses have in upholding the "policies, decisions, and actions that were seen as desirable by society" (Carroll, 2015, p.87). This initial CSR definition emphasizes on the importance of the business to be concerned not only with its financial performance, but also with social practices that go beyond merely seeking economic gains. Development in the CSR theory from the 1960s contributes to the more specific definition of the responsibilities of the business. Scholars at the time have elaborated on the notion that the corporation should contribute to society in financial terms, stick to their legal obligations,

but also have a moral compass and contribute to society through some form of voluntary action (Ghobadian, Money, & Hillenbrand, 2015; Carroll, 1999).

Likewise, during the 1970s, there has been much emphasis on CSR as a practice that considers "the interests of both society and economic value" (Bani-Khalid & Ahmed, 2017, p.207). This period has also presented a distinct view of the socially responsible business and has accounted for a bigger differentiation among groups of stakeholders internally, such as employees and suppliers, and externally pointing out to the communities at large (Carroll, 1991). Although CSR has been predominantly viewed as an advantage for organizations to maximize profits, these views have been countered by emerging theories stating that businesses should also incorporate other goals instead of being merely financially oriented. However, the need to have businesses focusing more on societal issues has created, as outlined by Bani-Khalid and Ahmed (2017), an "expectation gap" (p.208) with the stakeholders. Thereafter, the notion of CSR has shifted towards strengthening the community relations and establishing a "connection between business and society" (p.208), as well as emphasizing on more charitable actions for the welfare of the society and the environment (Bani-Khalid & Ahmed, 2017).

With the expansion of the CSR concept, during the 1990s diverse frameworks related to the moral obligations and ethics of businesses, their legitimate existence, and stakeholder management, have emerged. However, such terminology has been used interchangeably among scholars. Hence, there has been a need to apply a structural and more comprehensive understanding of the role that businesses play in the societal spectrum. One of the first models developed refers to Carroll's (1991) pyramid of corporate social responsibility that focuses on the "economic, legal, ethical, and philanthropic" responsibilities of the business (p.40). The author presents a clear model illustrating what lies at the core of businesses that embrace CSR and gives implications to how this model can be implemented in their decision-making practices.

With the continuum of the development of CSR theory, a lot of criticism has been attributed to the ambiguity of using the term "social" (Ghobadian et al., 2015, p.276). Therefore, in their attempts to explain the scope of such terminology, scholars have framed the legitimate role of business in society through the notion of corporate citizenship as an interwoven with the CSR structure concept, as well as with stakeholder management theory (Ghobadian et al., 2015). Scholars have also started employing terms such as sustainability and corporate responsibility in order to account for the limitations existing in the connotations that CSR holds (Ghobadian et al., 2015).

The field of research on CSR has demonstrated the complexity of the concept and its

constant state of flux. To recent days a single definition of CSR is yet to be distinguished. This has instigated the search for even more terminology in an attempt to narrow down the scope of the concept and its meaning in academia, as well as in practice. According to Dahlsrud (2008), one of the most widely used definitions of CSR has been proposed by the Commission of the European Communities, who state that CSR is "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (p.7). One of the most recent approaches, taking into account the influence of concepts such as corporate citizenship, and referring to the idea of corporate responsibility, has been introduced within the notion of shared value. This idea looks at the business strategies on a community level and extends to the proliferation of the social enterprise as a hybrid organization focused on furthering the "social, cultural, and environmental goals" through incorporating "innovative solutions to business and societal problems" (Ghobadian et al., 2015, p.277).

2.1.2 Components of CSR

Due to the complexity of the concept of CSR, it is imperative to draw upon diverse frameworks presented by scholars. These frameworks explore the vast array of responsibilities that are related to the business practices and are an essential component for understanding the relationship between business and society, as well as CSR at large.

The most prominent framework existing in current CSR literature is the CSR pyramid suggested by Carroll (1991). The author presents a hierarchal structure consisting of four components related to the responsibilities that businesses should take into consideration as inherently situated in their CSR strategy. These four components explicitly relate to an earlier notion presented by McGuire in the 1960s, who refers to corporate social responsibility as the idea of corporations being not only profit-oriented and sticking to their legal obligations, but also possess responsibilities towards the society "which extend beyond these obligations" (Carroll & Shabana, 2010, p.90). Carroll's CSR conceptual model (1991) presents the economic responsibility of the business as the fundamental block. The author believes that businesses and their services are the "basic economic unit of society" (p.40) and in such terms serve the needs of the customers. The second element refers to businesses adhering to the law and operating their mission within the set of rules outlined by the state or the highest institution. However, this idea strictly coexists with the next layer in the CSR pyramid. The third block presents the ethical responsibilities that businesses have and sheds a light on the importance of these businesses to be fair towards the whole spectrum of stakeholders. At the same time, the idea of being ethical considers the congruence between the business practices and the overall values embedded in society and

demands from businesses to "operate at levels above the required law" (Carroll, 1991, p.41). Finally, the author emphasizes on the philanthropic obligations that businesses possess in the sense that they should employ humanitarian activities in order to contribute to the life of the community and act as "good corporate citizen" (Carroll, 1991, p.41).

Despite philanthropic responsibilities and giving back to the community being the very last component of business responsibilities as illustrated by Carroll (1991), there is a growing interest into the concept of corporate citizenship. Later work by Carroll moves on into presenting these four "kinds" (Carroll, 1991) of social responsibility as the "four faces of corporate citizenship" (Carroll, 1998). The author emphasizes on the importance of businesses to extend their relationships towards external stakeholders, while fulfilling the expectations of the public. In revisiting the components of CSR, Carroll (2015) gives a narrower focus on the concept of corporate citizenship and extensively reflects on the idea consisting of purely philanthropic motivations.

The term corporate citizenship, however, has been referred to as a relatively new to the business-society discourse. According to Meehan et al. (2006) the idea of corporate citizenship emerges from the globalization and the "loss of control" of "nation states" over diverse societal domains (p.391). Comparatively, Matten et al. (2003) present a critical look into the concept of corporate citizenship, building on previous theories, and reflecting on the "shifting role of corporations in society" (p.109) and rather conceptualizing the political role of the corporation. They extend on the idea that corporate citizenship in its essence is significantly different in the connotations it holds compared to corporate social responsibility or corporate ethics. Rather, citizenship relates to the rightful existence of the business within the society as they are both mutually intertwined entities that depend on each other (Matten et al., 2003, p.111). This new idea of corporate citizenship does not label philanthropic activities as something additional to the business practices, but frames these 'obligations' as an indivisible part of the business's right to operate within a specific community.

Matten et al. (2003) expand beyond the existing framing of the concept of corporate citizenship by giving a more comprehensive understanding through combining literature from the fields of management, political science, and sociology (p.113). The authors draw upon what they call "the limited" and "the equivalent view" (p.112) of corporate citizenship and postulate that early works, such as Carroll's CSR pyramid (1999), are confined to merely serve the interest of the business entity (Matten et al., 2003). They argue that such literature has no specific reference to what they consider to be corporate citizenship (Matten et al., 2003). Instead, similarly to Meehan et al. (2006), Matten et al. (2003) emphasize on the notion of globalization. The authors establish a new view of corporate citizenship where they argue that terms such as corporation and citizenship begin their coexistence at the point

when corporations "take over those functions with regard to the protection, facilitation and enabling of citizen's rights" (Matten et al., 2003, p.116).

Furthermore, in their work on community enterprises, Tracey, Phillips, and Haugh (2005), also touch upon the notion of corporate citizenship, but rather place it within the realm of a new business model. Despite the differences they lay out between community and social enterprises, in the sense that community enterprises account for a broader range of social activities, they also define extant similarities. In this sense, one can argue that in accordance with community enterprises, social enterprises provide "an alternative mechanism for corporations to behave in socially responsible ways" (Tracey, Phillips, & Haugh, 2005, p.328). The authors emphasize on the idea of the community enterprise as the "basis for corporate citizenship" (p.335) because of its hybrid structure of holding "a strong commercial ethos" (p.335) while ensuring a revenue through trading (Tracey et al., 2005). In expressing this view, similarly to the theories stated above, the authors criticize philanthropy as being a chaotic process of giving back to the community that exists in the periphery of the core of the business (Tracey et al., 2005, p.328).

Thus, Meehan et al. (2006), offer the 3C-SR conceptual model that is presented as inseparable from the notions of being a "good corporate citizen" (p.392) and is intertwined with the idea of the competitive advantage of the business. First of all, the authors outline the ethical responsibilities of the business and argue that they should be present in their "mission, strategic objectives, (…), and corporate culture" (Meehan et al., 2006, p.392). Additionally, the authors pay attention to the idea of value creation through partnerships. They argue on the importance of taking into account the interests of all stakeholders in an attempt to establish credibility throughout all levels of the business (Meehan et al., 2006, p.394). Similarly, the third pillar suggests accounting for consistency among the whole structure of the business operations and commitment to the ethical and social promises in the long run (Meehan et al., 2006, p.395). Overall, the authors conclude that through keeping a coherent behavior when addressing their socially responsible practices, businesses open a wider possibility of being perceived as authentic, while at the same time benefit from gaining competitive advantage.

2.1.3 Shared value and competitive advantage

Within the controversy that occupies most of the literature on CSR, Porter and Kramer (2006) have suggested a new interpretation of social responsibility that brings the idea of solving societal issues to the forefront of business activities. The authors emphasize on the interdependence of business and society through the concept of shared value (Porter & Kramer, 2006). The concept of shared value refers to these specific practices of the

business that contribute to both improving its competitiveness in a specific market, as well as the external social realities (Porter & Kramer, 2011). As described by Aakhus and Bzdak (2012), Porter and Kramer (2011) present a distinctive image in regard to the "relationship between a company's economic interests and the social context" (p.234). According to Porter and Kramer (2011) businesses need a "successful community (…) to create demand for its products (…). A community needs successful business to provide jobs (…)" (Porter & Kramer, 2011, p.6). Furthermore, the authors argue that the concept of CSR mainly refers to the economic benefits that exist for businesses and emphasize on its limitations in exposing the business – society relationship (Porter & Kramer, 2006). They postulate that CSR initiatives are predominantly oriented towards "reputation and have only a limited connection to the business, making them hard to justify and maintain over the long run" (Porter & Kramer, 2011, p.16). This idea has also been supported by other scholars, who note that CSR, as part of the business case, has to be "built into a company's systems, and not bolted on as an externality" (Jenkins, 2009, p.32). If the initiative is not implemented in congruence with the business core, CSR practices might be perceived as not legitimate and considered to be adopted for merely gaining public relations benefits or as an add on, rather than a core feature (Jenkins, 2009; Jones, Bowd, & Tench, 2009).

In order to provide a more positive view, Porter and Kramer (2011) contest this idea and posit that, in contrast, shared value is indivisible from the core positioning of the business. A crucial perspective within the idea of shared value is incorporating philanthropy as a strategic component of the company's mission that should be understood as an indivisible part of the business strategy and competitive edge (Aakhus & Bzdak, 2012). Aakhus and Bzdak (2012) affirm that both the business and social value should be conjugated through the strategy of the firm leading to a congruence of the business initiative with the business's core competencies. Porter and Kramer (2006) provide further direction towards the concept of CSR in respect to creating shared value. In contrast to the criticism of CSR above, the authors identify two links that exist between the concepts. In order for businesses to succeed in implementing the shared value model, Porter and Kramer (2006) emphasize on the responsive and strategic CSR strategies that despite having their differences, if combined, can contribute to strengthening the shared value proposition. Responsive CSR is deemed to be directly connected to the concept of corporate citizenship. Porter and Kramer (2006) reassure that through devising "clear, measurable goals" (p.10), businesses will succeed in legitimizing their place within the community. However, the authors do not extend more on the idea of corporate citizenship. In addition, strategic CSR comprises of focusing on "a unique position" (p.11) or on those social issues that are close to the business and to the society within which it operates (Porter & Kramer, 2006). This

contributes to establishing the link between the business and the society, while being an opportunity for the firm to yield the needed results. According to Porter and Kramer (2006), at this point of CSR implementation in the business, the success of the business and the success of the society "become mutually reinforcing" (p.11). The authors further express their view that acknowledging CSR as shared value, in comparison to "damage control or as a PR campaign" (p.14), requires a shift in business thinking (Porter & Kramer, 2006). In this respect, through establishing diverse examples from the real world, Porter and Kramer (2011) express their vision of the continuous convergence of the for-profit and non-profit sector. They argue that social enterprises, as a new kind of hybrid organization, appear as the emanation of shared value (Porter & Kramer, 2011).

2.2 The Social Enterprise

Most of academic research on CSR communication and social media has been focused on large corporations such as General Electric and Timberland, or on the use of social media among non-profit organizations and small and medium enterprises (Du, Bhattacharya, & Sen, 2010; Briones, Kuch, Liu, & Jin, 2011; Odoom, Anning-Dorson, & Acheampong, 2016). However, there has been a lack of research on the use of social media in social enterprises and a rather large body looking into defining the notion of CSR. In order to understand how social enterprises can leverage social media for achieving their purpose, it is essential to first understand what social enterprises entail.

Social enterprises have existed for many years and have developed from the expansion of non-profit organizations activities towards more commercial means (Wallace, 1999). In the past decade, social enterprises have been recognized as an emerging and key player in the international social and economic development landscape. According to the latest European Commission report (2016) on social enterprises, these businesses "demonstrate the ability to foster inclusive growth, address societal needs and build social cohesion" (p.2). However, there have been ongoing attempts to provide a clear definition of the meaning of the social enterprise among scholars. For the purpose of this research, we will use the definition provided by Young (2012), which states that "social enterprise is activity intended to address social goals through the operation of private organizations in the marketplace" (p.25). Such definition, although rather general, allows to accommodate diverse spectrum of social enterprises, including "small, privately held business, whose owners (…) address social as well as financial objectives" (Young, 2012, p.26), as well as businesses "with primarily social objectives whose surpluses are (…) reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholder and owners'' (Cornelius et al., 2008, p.357). Good examples

of social enterprises include TOMS whose founding mission is based on donating shoes globally to children in need (Kaul & Chaudhri, 2017), as well as The Big Issue or Salvation Army in the United Kingdom that obtain "some portion of their operational budgets from revenue-generating activity" (Mitchell et al., 2015, p.287).

Despite the limited amount of research on social enterprises and the way they create awareness about their socially responsible actions among their stakeholders, in their study on marketing practices and utilization of technologies in social enterprises, Mitchell et al. (2015) found a growing trend towards the adoption of social media in social enterprises, with 9 out of 15 already using social media for achieving their goal. At the same time, some research suggests that social enterprises are connected to CSR in "profound ways" (p.1353) as both of them are oriented towards fulfilling a social mission (Page & Katz, 2011). However, in order to fulfil their mission, communication becomes imperative.

2.3 Social Media and CSR Communication

In order to be able to effectively implement their CSR activities, as well as reach the desired audience, businesses need to foster the relationship with their stakeholders. In such sense, the technological advancements that can be witnessed for the past few decades have created exactly this opportunity as the importance of the Internet in relation to the communication strategy of businesses has been steadily growing (Ros-Diego & Castelló-Martínez, 2012). At the same time, the proliferation of social media has further opened myriad possibilities for businesses to establish a dialogue with their stakeholders and directly engage with them (Ros-Diego & Castelló-Martínez, 2012). Social media, in its essence, can be understood as channels of information (Ros-Diego & Castelló-Martínez, 2012) or, in other words, includes "on-line media platforms using social networking sites such as Facebook, Twitter, and LinkedIn" and "video-sharing sites such as YouTube" (Kesavan et al., 2013, p.59). In addition, despite the fact that many people consider only the stated above networking sites as social media, Kaplan and Haenlein (2010), suggest that blogs are one of the earliest representatives of social media. Also, according to Taylor and Kent (2014), there are some social media channels that remain understudied, as for example Pinterest, Reddit, and Instagram. Due to the dialogic characteristics of social media, it is important to mention that the stakeholder, instead of remaining a passive recipient of information, becomes central to the success of the efforts of the business (Ros-Diego & Castelló-Martínez, 2012). However, the 'always on' social media space requires businesses to stay dedicated to their communication, as well as account for transparency. As described by Ros-Diego and Castelló-Martínez (2012), stakeholders expect a closer relationship with the business.

In terms of social media communication of businesses and the current concern of this paper in regard to CSR communication, it is imperative to first explore the different aspects of social media and its classification related to the extent of their interactivity and inclusion (Cornelissen, 2014), which in the long run can assist in further understanding how CSR information can be disseminated and what does this mean for the business. Kaplan and Haenlein (2010) suggest that there are two key elements of social media, one that referes to social presence and media richness, and the other one to self-presentation and self-disclosure. In this respect, social presence refers to the notions of "intimacy" and "immediacy" (p.61), and more specifically to the type of communication as interpersonal versus mediated, and asynchronous versus synchronous, respectively. The authors postulate that the influence of the communication or information increases with the increase in social presence (Kaplan & Haenlein 2010). An addition to this element is also media richness, which depends on the degree of information allowed to be disseminated, and thus refers to the idea that some media channels are more effective in that sense (Kaplan & Haenlein 2010).

The second key element of the social media classification model incorporates self-presentation and self-disclosure, where the former refers to the idea of the image that an individual or an organization creates about themselves, and the latter to the information that is disclosed in relation to this image (Kaplan & Haenlein, 2010). Thus, Kaplan and Haenlein (2010), argue that the two elements discussed above accommodate a classification of social media and allow for using it effectively. Following this classification, social networking sites appear to be classified as a medium with high source of self-presentation and disclosure, as well as a medium social presence and media richness. At the same time, content communities, such as YouTube account for low self-presentation/disclosure and, similarly to social networking sites, medium social presence and media richness. Furthermore, despite their high self-presentation and disclosure abilities, blogs appear to represent low social presence and media richness, due to their asynchronous character (Kaplan & Haenlein, 2010). A detailed map of the classification of social media by Kaplan and Haenlein (2010) can be seen in Table 2.3.

Table 2.3. Classification of Social Media by social presence/media-richness and self-presentation/self-disclosure (Kaplan & Haenlein, 2010)

		Social presence/Media richness		
		Low	**Medium**	**High**
Self-presentation/ Self-disclosure	**High**	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Due to the fact that social media is perceived to be a more trustworthy source of information in comparison to traditional media (Kesavan et al., 2013), the online space has become an inseparable element of the CSR communication strategies of the business as it contributes to fulfilling its values and mission (Ros-Diego & Castelló-Martínez, 2012). Before defining the specifics of an effective online CSR communication, it is imperative to outline the factors that businesses consider when adopting social media.

Through a quantitative study, Odoom et al. (2017) discovered that interactivity, cost effectiveness, and compatibility are the key factors for adopting a social media approach in order to optimize the business's performance. The authors refer to interactivity as a two-way communication between the business and the stakeholders and emphasize on the importance of responsiveness and timeliness in order to obtain effective interaction (Odoom et al., 2017). Odoom et al. (2017) further explain that there is the need for businesses to establish a synchronous communication, which is similar to a one-to-one dialogue with their stakeholders and engage with them "in real time" (p.386). However, the level of interactivity can be diverse due to the differences that exist in the essence of the social media tools. Odoom et al. (2017) emphasize on tools such as Facebook and Twitter as social networking sites, which allow for the interactivity to occur on an "interchangeable" level and contribute to building a relationship with the stakeholders (Odoom et al., 2017, p.386). The authors emphasize on the idea that being present on social media would not yield any benefits, and thus features such as comments and replies enable organizations to communicate to their

stakeholders (Odoom et al., 2017). One of the most important elements of adopting social media within the factor of interactivity is the fact that social media eliminates the restrictions of time and space and allows organizations to communicate with their customers directly (Odoom et al., 2017, p.386).

At the same time, because of the fact that communication through social media is cost-effective, one can argue that businesses, which exist within "resource-constrained environments" (p.393), can benefit from reaching their stakeholders even more efficiently (Odoom et al., 2017). Social media has become a preferable choice for organizations when it comes to reaching their audience, because of the fact that it is cheaper than conventional advertising (Odoom et al., 2017). Odoom et al. (2017) also suggest a positive relationship between compatibility and social media usage, where compatibility depends on the consideration that the values and goals of the business correspond to the need of utilizing social media (Odoom et al., 2017). In this sense, social media allows businesses to "niche" their target stakeholders (p.387) and share their product effectively (Odoom et al., 2017). Lastly, it is believed that businesses use social media in order "attract new customers, cultivate relationships, increase awareness (…), as well as receive feedback" from the stakeholders, in an attempt to enhance the business's communication and connect to the stakeholders (Odoom et al., 2017, p.387).

A variety of scholars posit that despite the opportunities that social media offer, many businesses have not yet managed to leverage their potential, especially when it comes to CSR communication (Ros-Diego & Castelló-Martínez, 2012; Kesavan et al., 2013; Kent & Taylor, 2016). The importance of social media in CSR communication becomes even more evident, because as described by Isenmann (2006), CSR communication is the essential link between the business and the society. The main challenge that businesses face is that they fail in establishing a symmetric communication and a stable relationship with the stakeholders (Etter, 2014).

In this regard, Kent and Taylor (1998) suggest a framework which businesses can adopt in order to establish dialogue with their stakeholders in the form of a two-way symmetrical communication. As stated by the authors, two-way symmetrical communication refers to the idea of a process of interaction between the business and its stakeholders (Kent & Taylor, 1998, p.323). The authors argue, in a similar manner to Odoom et al. (2017), that there are a few principles businesses need to follow in order to establish a dialogue on the Web (Kent & Taylor, 1998). Among these, three are most relevant for this discussion and include the commitment of businesses to create a dialogue loop to answer questions, to provide useful information, and to establish interactive content, while encouraging the stakeholder to engage (Kent & Taylor, 1998). The idea of the dialogic loop refers to the

opportunity for businesses to respond to "questions, concerns, and problems" highlighted by the stakeholders (Kent & Taylor, 1998, p.326). Kent and Taylor (1998) argue that responsiveness does not suffice when it comes to creating a good dialogue, but rather the timeliness, as well as the content play a crucial role in relationship-building. In addition, useful information is deemed to provide the public with content which generates value for them and is easily accessible (Kent & Taylor, 1998). Such information, for example, may include "explanations of how products are produced or services delivered" (p.328), which in turn maps the organization as responsible and credible (Kent & Taylor, 1998). Simultaneously, in building a relationship with the stakeholders, interactive content also plays a role. Through such efforts, businesses can encourage their stakeholders to seek interaction themselves and thus establish a genuine relationship with them, which is not merely considered as another way of advertising (Kent & Taylor, 1998). Thus, it can be further argued that the Web, and more specifically, the interactive nature of social media presents a tool to effectively communicate the business's socially responsible story (Kesavan et al., 2013; Kent & Taylor, 2016).

The notion of effective CSR communication through social media has also been thoroughly examined by a number of scholars, who emphasize on the importance of building social capital through stakeholder engagement and enacting a 'Homo Dialogicus' (Kent & Taylor, 2016) with society (Moreno & Capriotti, 2009; Etter, 2014; Kim & Ferguson, 2014). According to scholars, dialogue appears to be the product of an open and respectful communication (Kent & Taylor, 1998). In other words, dialogue refers to the ethical communication between the business and its stakeholders, a cooperative effort, which, in Habermasian terms, is not dominated by any of the participants, but rather the plans of action are brought together by the business and the stakeholders simultaneously (Kent & Taylor, 1998, p.324). In this respect, according to Kent and Taylor (2016), social media provide a way for businesses to build relationships with their stakeholders, as CSR has been considered as a concept "thoroughly dialogic" (p.63). However, in regard to social media usage in CSR, the authors argue on three requirements that need to be taken into consideration by businesses. First of all, an important requirement is to engage the stakeholders in a personalized manner and interact with them on a one-to-one basis (Kent & Taylor, 2016, p.64). More specifically, the authors suggest that organizations should address stakeholders' concerns privately, which in turn is believed to prompt positive feelings in the stakeholders (Kent & Taylor, 2016). Likewise, the second requirement implies that organizations should care about the other, in the sense that they should be reflective in terms of the information that they provide to the stakeholders, as well as be honest and transparent in their communication (Kent & Taylor, 2016). The last requirement incorporates

the idea of empathy, meaning that businesses should welcome ideas and opinions by their stakeholders, and show that they value such interaction (Kent & Taylor, 2016).

Moving forward, one of the most prominent works in regard to CSR communication is the empirical approach of Kim and Ferguson (2014), who propose a few factors in relation to the media channels and content that would contribute to establishing an effective CSR communication. The authors found that stakeholders prefer to receive basic CSR information, but considered of high importance the transparent, factual content within the message in regard to the results that the CSR initiative has brought (Kim & Ferguson, 2014). For example, such information may relate to the idea of what the impact was or in other words illustrate the specific results of the CSR initiative, or who specifically benefited (Kim & Ferguson, 2014). In addition, disclosing transparent information in terms of both the success and failures of the organization should be established (Kim & Ferguson, 2014). Furthermore, Kim and Ferguson (2014) postulate that third-party endorsements, including partnerships or information related to awards and certificates, as well as personally relevant to the stakeholders CSR information, would contribute to increasing the credibility of the CSR communication in the eyes of the stakeholders, as well as reduce skepticism. Also, in accordance to previous research, frequency plays a role in CSR communication credibility in such a way that the more frequent the CSR communication, the more suspicious the stakeholders are (Kim & Ferguson, 2014). Additionally, it is important to pay attention to the tone of the information disseminated since it has been suggested that more low-key and less promotional message, based on facts, could positively affect stakeholders' perception of the actions of the business in relation to CSR efforts (Kim & Ferguson, 2014). Kim and Ferguson (2014) also identified a few channels in relation to CSR communication. The authors refer to the idea of company-controlled channels, such as the company's website or social media outlets, and uncontrolled that relate to news media, experts' blogs or non-company social media (Kim & Ferguson, 2014). The results from their study have shown that uncontrolled channels increase the credibility of CSR communication, however, stakeholders may also prefer company-specific communication channels (Kim & Ferguson, 2014).

Another framework in current CSR communication literature outlines three strategies for effectively communicating CSR and has been presented by Morsing and Schultz (2006). The authors suggest the notions of "sensegiving" established on the principle of using information to influence the stakeholders, and "sensemaking" through establishing a conversation with the other, as a better way towards understanding the process of CSR communication (Morsing & Schultz, 2006, p.323-324). The authors pay close attention to stakeholder theory as a strategic and indivisible element of the mission and purpose of the company, arguing that the publics are the central tenet for developing a stable relationship

and thus positive tangible outcomes (Morsing & Schultz, 2006). The authors consider, following Freeman's ideas, that a stakeholder is "any (…) individual, who can affect or be affected by the achievement of the firm's objectives" (Morsing & Schultz, 2006, p.324). Thus it has been suggested that businesses should involve the stakeholders in the "long-term value creation" (Morsing & Schultz, 2006, p.324), through focusing on interaction. In this respect, Morsing and Schultz (2006) emphasize on the communication development from one-way communication to a dialogue, arguing on the need for businesses to devise a comprehensive communication model.

First, the authors present the information strategy and suggest that such communication tends to only transfer knowledge about the CSR initiative through a lucid message that "links to the core business and shows organizational support" to the initiative (Morsing & Schultz, 2006, p.327). In addition, within this communication strategy, businesses should focus on eliciting a message that is informing their stakeholders in an objective manner about the organization (Morsing & Schultz, 2006). Businesses, who adopt this strategy primarily engage in disseminating information such as facts or figures, news media, and, in general, "give sense to its audiences" (Morsing & Schultz, 2006, p.327). This strategy assumes that the stakeholders might engage with the business on the level of purchasing decisions, showing support for the organization, or showing opposition (Morsing & Schultz, 2006). By contrast, the other two strategies have been argued as more effective, as the communication process evolves from a one-way communication initiated by the business to a more interactive approach directed towards engagement with the stakeholders, as well as the establishment of a dialogue.

The response strategy dictates a two-way asymmetric communication in the company's intent to attract the stakeholder (Morsing & Schultz, 2006). Morsing and Schultz (2006) postulate that such a communication comes both from the side of the organization, as well as from the audience. However, this communication strategy assumes that the organization aims at influencing the stakeholders' opinion (Morsing & Schultz, 2006). Such communication, most of the times, takes the form of initiating polls in terms of how do the stakeholders find the business's CSR efforts and is regarded as mainly acknowledging feedback (Morsing & Schultz, 2006, p.327). It is important to highlight that this strategy does not involve stakeholders' participation in a dialogue, but rather a passive response to the corporate initiatives (Morsing & Schultz, 2006).

The most advanced CSR communication strategy is the involvement strategy. This strategy refers to the idea of businesses establishing a dialogue with the publics through engaging with them "systematically" (Morsing & Schultz, 2006, p.328). This means that organizations do not only seek to influence the stakeholders, but also allow them to exercise

some degree of influence on the organization itself (Morsing & Schultz, 2006). The involvement strategy consists of acknowledging a dialogue, in which stakeholders' concerns are addressed (Morsing & Schultz, 2006). This strategy has also been noted by other scholars as a stakeholder engagement strategy, which draws on the notion of businesses engaging their stakeholders in "communication, dialogue, and operations" (p.769), and has been seen as the best way to build relationships with the stakeholders (Lim & Greenwood, 2017). A research carried out by Lim and Greenwood (2017) shows that engagement incorporates a few elements, such as having "proactive dialogue with the stakeholders, co-constructing CSR efforts, reflecting the voice and interest of both internal and external stakeholders into CSR programs" (p.773). According to the authors, this strategy reflects a more transparent and dialogic approach to communication that businesses can undertake, in comparison to the previous two strategies (Lim & Greenwood, 2017).

However, reflecting on these three strategies, Morsing and Schultz (2006) also argue that an excessive amount of information about CSR might have a counter-effect. The authors postulate that businesses that are "already perceived as legitimate constituents, do not need to communicate their CSR efforts loudly" (Morsing & Schultz, 2006, p.332). Morsing and Schultz (2006) also refer to prior research, which suggests that a more implicit CSR communication is perceived better by the stakeholders. The authors suggest that stakeholder involvement in CSR communication will contribute to businesses to stay up-to-date with the stakeholders' expectations and benefit them in their attempts to remain legitimate and reputable. However, such symmetric communication and stakeholder relationship building are believed to be scarce in the online CSR communication (Etter, 2014).

Despite that, some good examples of effectively communicated initiatives within the social enterprise sector have been illustrated by Kesavan et al. (2013). The authors demonstrate these CSR communication efforts through the example of Tom's Shoes, that "uses Twitter to communicate its shoe donation program to needy kids in developing countries" (p.64), which showcases how such communication is in harmony with the core values and purpose of the social business. Another example of great CSR communication is "The Footprint Chronicles" that has helped Patagonia (…) increase its profits" by engaging their stakeholders in the CSR initiative (Kesavan et al., 2013, p.64).

In conclusion, social media offers fresh horizons for social enterprises, demonstrated in the examples of Toms and Patagonia, to build effective relationships with their stakeholders and achieve their CSR goals. However, despite these successful examples and a vast amount of literature on how non-profit organizations (Briones et al., 2011; Lovejoy, Waters, & Saxton, 2012), small and medium-sized businesses (Ellerup Nielsen &

Thomsen, 2009), as well as big corporations (Etter, 2014; Villa & Bharadwaj, 2017) adopt social media to build relationships, there is an evident lack of literature on the social enterprise sector in relation to CSR communication on social media.

2.4 Research Question and Sub-questions

In order to address the gap in literature, this study took on an in-depth exploration on how social enterprises employ social media in communicating their CSR and what are the determinative factors for an effective strategy. More specifically, this research examined the perception of CSR within social enterprises, the tactics that they undertake in communicating about their product or service on social media, with reference to their identity, what factors do they consider important in relation to utilizing social media, and what are the social media strategies that they adopt in order to reach their stakeholders. Thus, the main research question was formulated as follows:

RQ: *How do social enterprises in the Netherlands determine their social media strategy with respect to communicating CSR?*

Subsequent to the theoretical framework and in order to provide a comprehensive and thorough answer to the research question, a set of sub-questions has been established:

SQ1: *How is CSR perceived within the explored social enterprises?*

Following the theoretical framework, the extant paradox in regard to CSR definitions becomes evident, further promulgating debate among scholars and practitioners. Despite the extensive frameworks suggested by scholars, CSR is still very general, and has been widely accepted as a term existing within the realm of big corporations and as an additional feature to their operations in contrast to being at the core of their business. Further exploring the understanding of CSR with its specifics, as well as the idea of corporate citizenship, within the social enterprises sector, is of immense value for providing a clearer picture on the current debate. This question has been explored on a micro level through identifying the views on CSR within each of the social enterprises.

SQ2: *How do social enterprises align their social media strategy with their vision, mission, and values?*

As stated in literature, CSR communication becomes an important link between the business and its stakeholders in its aim to fulfil its mission and values. Focusing on the link between the business identity, encoded in the mission, vision, and values of the social enterprises, alongside the social media tactics that they employ in communicating to their stakeholders provides a clear understanding of the fit between their business and their social media communication. Furthermore, such understanding provides the basis for exploring the

social media strategies within the social enterprises, as well as their effectiveness.

SQ3: *What are the prerequisites that social enterprises identify in regard to adopting a social media strategy?*

Due to the growing interest towards social media within the social enterprise sector and the important role it plays in connecting the business to diverse groups of stakeholders, it is essential to understand the factors that social enterprises identify in regard to utilizing social media to communicate to their stakeholders. Exploring such factors becomes a prerequisite for establishing the direction of the social media communications, as well as its effectiveness in reaching the stakeholders.

SQ4: *What kind of social media strategies are adopted by the explored social enterprises?*

In order to create an overarching umbrella of the research question, the current research also focuses on the social media strategies that exist in CSR communication within the social enterprise sector. This question has been explored through the strategies that have been suggested by Morsing and Schultz (2006) in regard to effective CSR communication through either establishing dialogue or disseminating information to the stakeholders. In this respect, the research relies on establishing a comprehensive overview of the communication model that social enterprises employ.

SQ5: *What determines the effectiveness of the social media strategy in communicating CSR?*

In order to understand how social enterprises are building social capital, it is imperative to explore the factors that might play a role in determining the effectiveness of their social media communication. This question has been addressed through exploring the importance of diverse channels, for example, company-controlled or uncontrolled, as well as the content that social enterprises find important to communicate through. Addressing this question further contributes to understanding the idea of effective CSR communication on social media and provides insight into the practices of the social enterprises in the Netherlands.

For the purpose of answering the research question and sub-questions, this research has analyzed the set topics through gathering the views of experts within the social enterprise sector. The social enterprises chosen for this research operate within the Netherlands and present a diverse range of initiatives and products in their offering to the community.

3. Methodology and Research Design

3.1 Research Design

The current research adopted an interpretive approach through exploring how social enterprises determine their social media communication strategy in relation to CSR. The research explored a set of social enterprises in the Netherlands operating in a different spectrum within the sector (see Table 3.1). The social enterprises were selected on the basis of their engagement in activities that contribute to the community or to the environment, thus acting as a representative to the subject matter. In order to answer the research question and sub-questions, the research adopted a qualitative approach in the form of semi-structured interviews with an approximate length range of forty-five to ninety minutes. The interviews were conducted with the founders, managers, and the people within the operations departments within these social enterprises, whose expertise lies within the boundaries of promoting, marketing, and communicating the product or service, as well as understanding the company's values and purpose.

Due to the underresearched character of the social enterprise sector in terms of its marketing and social media strategies, as well as its relation to the concept of CSR, a qualitative inquiry is the most suitable method of research as it can be utilized for investigating novel topics (Hennink, Hutter, & Bailey, 2010). In order to understand how social enterprises adopt social media and communicate about CSR, it was essential to first explore what constitutes the essence of their business and the core characteristics that establish them as a socially responsible entity. Furthermore, it was of great importance to understand the different ways in which they acknowledge what specifically, as well as through which social media channels to communicate, and how effective these practices are. Using a qualitative method to gather data allows the researcher to explore social phenomenon in terms of how people make sense of their surroundings and bring meaning to it, as well as to understand the functions of the organization and what people do and think (Teherani, Martimianakis, Stenfors-Hayes, Wadhwa, & Varpio, 2015; Strauss & Corbin, 1998; Ritchie, Lewis, Nicholls, & Ormston, 2014). Qualitative research aims at understanding the problem "from the interior" (p.3) and gives the opportunity for detailed assessment of the specific circumstances existing in the social realm (Ritchie et al., 2014). Simultaneously, the flexibility of semi-structured interviews enables a window of insights into the explored issue (Edwards & Holland, 2013). Incorporating qualitative method of research in this study allowed the researcher to create a comprehensive understanding of the social enterprise sector, the meaning of CSR among the individuals, what social media strategies

do these social enterprises incorporate when communicating about their products or services, and what determines the effectiveness of these strategies.

This research was primarily oriented towards analyzing the data through thematic analysis and systematically "identifying themes" (p.429), but was limited in terms of theory development despite its inductive approach (Burnard, Gill, Stewart, Treasure, & Chadwick, 2008).

3.2 Operationalization

For the purpose of this research, qualitative interviews as a method of data gathering offer flexibility in the process and allow for more in-depth analysis of the topic (Babbie, 2013). This contributed to enhancing the theoretical framework on social media, corporate social responsibility and the social enterprise sector. Furthermore, despite their inconsistent structure, semi-structured interviews contribute to a deeper understanding of the topic due to their open nature, as well as allow the interviewee to apply their own expertise and knowledge to the discussion (Edwards & Holland, 2013). Bogner, Littig, and Menz (2009), in their book on interviewing experts, state that the open layout of the interview allows for the thorough examination of and reflection on the viewpoints of the interviewee. In order to ensure that all topics necessary to be made explicit are covered, the researcher prepared a topic list with pre-determined open questions. However, due to the importance of obtaining new knowledge, the questions have been solely a guide as it was expected that new themes will arise from the dialogue (Edwards & Holland, 2013).

On the basis of the theoretical framework, the interview topic list was divided in a few consecutive parts with predominant emphasis on understanding what CSR and corporate citizenship constitute within the social enterprise, as well as what is the value of social media in CSR communication. The topics aimed to explore the concepts of CSR through the CSR pyramid as according to Carroll (1991), as well as corporate citizenship in regard to Matten et al. (2003) and Tracey et al. (2005) in relation to the social enterprise. Furthermore, the concepts of shared value, competitive advantage, and corporate purpose were explored based on the works of Porter and Kramer (2006; 2011), Meehan et al. (2006), and Aakhus and Bzdak (2012). Questions in regard to social media drew upon the key factors for adopting social media according to Odoom et al. (2017) and strategies for establishing dialogue within CSR communication presented by Morsing and Schultz (2006), as well as Kent and Taylor (1998). In conclusion, there were questions based on the work of Kim and Ferguson (2014) in relation to the media channels and content for effective CSR communication.

The same question guide (see Appendix A) was used for conducting all interviews. However, probes and follow-up techniques (Edwards & Holland, 2013) were adopted, which yielded deeper understanding of the topics and concepts, while at the same time brought diverse results due to the open nature of the dialogue. Each conversation started with an oral consent by the interviewee in regard to the researcher using recording equipment for the interview, as well as the participants' right to withdraw at any time during the conversation. The interviews started and ended with more general questions on the participants' role within the social enterprise and sociodemographic information. The researcher ensured to keep notes during the interview in order to have a consistent depiction of the situation, as well as account for the correctness of the transcriptions (Mikecz, 2012).

3.3 Sampling and Data Gathering Process

For the purpose of this research, a total of fifteen experts (N=15) from the social enterprises were interviewed. The interviewees were selected through a purposive sampling on the basis of their expertise in the areas of marketing, social media, operations, and communications, as it was expected that this will contribute to gathering specific and thorough data, as well as yield value to the research (Etikan, Musa, & Alkassim, 2016). Due to the fact that a topic lacking research has been investigated, the research adopted expert sampling in order to develop a comprehensive understanding of the themes discussed by gaining access to distinct knowledge relevant to the social enterprise characteristics and its functionality (Bogner et al. 2009). In order to be classified as experts, the interviewees were assessed depending on the level of their position within the social enterprise.

At first, the interviewees were contacted via email in order to request a face-to-face interview or videoconferencing and were provided with an explanation of the research purpose and method in order to support their decision when considering if they would like to cooperate. Later on, a consent form (see Appendix B) was sent separately to all participants and exact dates for the interviews were scheduled. The data collection process took place between the 14th of March and the 15th of May. The interviews were conducted in accordance to the participants' preference. Nine out of the fifteen interviews were conducted face-to-face at the work place of the participants. One interview was conducted at the home of the participant due to personal reasons. The settings for the face-to-face interviews provided a safe and comfortable environment for the participants, which also contributed to their propensity to a comprehensive and genuine conversation. Respectively, five of the interviews relied on utilizing videoconferencing through Skype. Such synchronous approach, despite having its drawbacks, has proven to contribute to establishing a "more personal

relationship" (p.353) between the participant and the interviewer, which really closely resembles face-to-face interaction (Hamilton, 2014). Due to the fact that Skype has the option to use a web camera when conferencing, it is a suitable method for gathering data through semi-structured interviews as it still allows for the identification of "nonverbal and social cues" (Janghorban, Roudsari, & Taghipour, 2014, p.1). This contributed to increasing the "authenticity" of the participants (Janghorban et al., 2014, p.1). Furthermore, using Skype allowed the researcher to reach key participants and contributed to the increase in participation (Janghorban et al., 2014, p.1). The only disadvantage that such an approach brought was the requirement of having a stable Internet connection (Hamilton, 2014).

Before each face-to-face interview or videoconferencing, the interviewer introduced themselves in order to establish more personal connection with the participants (see Appendix A, Introduction). In addition, each participant was informed about their rights and asked whether they would mind if the conversation is recorded. It was also made clear to all participants that they can withdraw at any point of the interview as their participation is voluntary. Furthermore, the participants were informed that they could maintain their anonymity, if requested. This resulted in all participants giving consent to be recorded. However, only one social enterprise, where two participants took part in the research, requested to remain anonymous due to sensitive factors. Thus, this resulted in all but one social enterprise agreeing to be identified in the current research.

The interviews with the experts were focused on exploring how they understand the concept of CSR, as well as what determines, not only the adoption of social media in relation to the company's aims, objectives and values, but also the effectiveness of such communication strategies. The research intended to discover the ways CSR is referred to and understood within the sector through the perceptions of the founders, managers, as well as the people working within operations. Despite the fact that the theoretical framework sheds light on the concept of CSR, due to its polysemantic nature and especially its relation to the social enterprise, further understanding is needed. In addition, access to the expertise of the founders, managers, and people working within operations allowed for in-depth examination of the importance and utilization of social media strategies in CSR within the sector through gaining knowledge on the specific procedures employed in communicating about the product or service of the company and its purpose on social media.

Although this research did not aim at primarily and specifically exploring the differences between the social enterprises operating in distinct industries, in order to provide a clear picture of the subject matter, it was crucial to identify the areas within which these social enterprises operate. It is important to acknowledge that these differences were not taken into account when applying the purposive sampling method. The definitions of the

areas, within which the diverse social enterprises operate have been acquired from the website of the European Commission and are in sync with the descriptions that lie within their understanding that social enterprises operate within one of four fields: "work integration, personal social services, local development of disadvantaged areas, and other" (http://ec.europa.eu/). The last definition, namely 'other', includes social enterprises that operate in the areas of recycling, environment or environmental protection, sports, arts, culture or historical preservation, science, research and innovation, consumer protections, and amateur sports (http://ec.europa.eu/). In order to obtain a full list of the areas within which the social enterprises that took part in this research operate, please refer to Table 3.1 below.

Table 3.1. Interviewee overview

Social Enterprise Name	Field of Operation	Interviewees
Restart Network	Work Integration	Interviewee A – Operational Director, COO, Head of Admissions Interviewee B – Chairman, Campus Director
O MY BAG	Local development of disadvantaged areas and Other (Environmental Protection)	Interviewee C – Digital Marketing Manager
Yumeko	Local development of disadvantaged areas and Other (Environmental Protection)	Interviewee D – Marketing and Communications
Natural Tableware	Other (Recycling and Environmental Protection)	Interviewee E – Managing Director and Co-owner Interviewee F – Marketing & E-Commerce Manager
Possibilize	Personal Social Services	Interviewee G – CEO
WasteBoards	Other (Recycling and Environmental Protection)	Interviewee H – Manager
Tunga	Work Integration	Interviewee I – Founder
Sustainable Food Lab	Other (Environmental	Interviewee J – Project Manager

	Protection)	
Social Enterprise A	Local development of disadvantaged areas	Interviewee K – Project Coordinator Interviewee L – Marketing and Communications
Travis	Other (Research and Innovtation)	Interviewee M – Marketing and Partnerships Interviewee N – Chief Marketing Officer
Bentokai	Other (Environmental Protection)	Interviewee O – Co-Founder

All interviews were conducted in English and recorded separately through using a mobile device, as well as a computer-based recording, in order to prevent any technical issues that might affect the quality or recording of the data. All interviews were then transcribed verbatim, in order to keep a record of the underlying meanings that might have occurred during the interviewing process.

3.4 Analysis and Coding Process

In order to analyze the data, right next to the process of gathering the data, the researcher performed the first steps in organizing the data and transcribing the interviews. As mentioned above all interviews were transcribed verbatim. Thus, this method means that nothing in relation to grammar, pauses or language has been altered through the transcription. As argued by Braun and Clarke (2006) the process of transcribing the interviews is an imperative part of establishing first thoughts in relation to the key themes that might occur, as well as a good process, in which the researcher is able to get acquainted to the data and establish the initial in-depth act of interpreting. The interviews resulted in 240 pages of transcripts. As there was more than one participant from the same organization on a couple of instances, during the transcription process the names of the interviewees have been identified, except these of the two participants, who requested they and the social enterprise that they work for to be anonymized, in order to easily establish a distinction between the participants. Before the coding process began, the interviewees were given a letter in an alphabetical order, which yielded codes such as: Interviewee A, Interviewee B, etcetera.

Afterwards, with the data set organized, the researcher employed an inductive, systematic approach of analyzing the data through thematic analysis. Thematic analysis refers to the idea of identifying patterns within the data that are rich of information and

present the overarching topics of the research, consequently not strictly bounded to theory in comparison to other qualitative methods of analysis (Braun & Clarke, 2006). Due to the fact that this research employed an inductive approach, engagement with the literature was not established in the initial phases of the coding process and no coding frame was constructed (Braun & Clarke, 2006).

The data analysis started immediately after the first interviews were conducted. The data analysis was guided by open, axial, and selective coding initially presented by Strauss & Corbin (1998), as outlined in Babbie (2013), in order to identify the "underlying ideas, assumptions, and conceptualizations (…)" (Braun & Clarke, 2006, p.84). Thus, different segments within the data were determined and put into categories of overarching topics (DiCicco-Bloom & Crabtree, 2006) through an inductive approach. The data was continuously re-examined until code saturation (Saunders et al., 2017) was reached, meaning until the analyses did not yield any further themes.

The process of coding and the thematic analysis in general was developed by using the qualitative data analysis tool Atlas.ti. The data was coded following the steps illustrated by Braun and Clarke (2006). First of all, after familiarizing with the data set, initial codes were generated from the data, known as open coding (see Figure 3.4). This means that the different segments of the data, which appeared to be interesting to the researcher, were organized in such a way to provide a consistent overview of the meanings in regard to the topics discussed. In addition, the researcher paid "equal attention to each data item" in order to identify "repeated patterns" (Braun & Clarke, 2006, p.89). As the data was coded with a software, the segments were tagged and named, which represented the diverse codes.

Following the initial coding, the next step, known as axial coding allowed the researcher to immerse into combining the codes which yielded the preliminary overarching themes. At this stage, a deep dive was made into "the relationships between codes [and] between themes" (Braun & Clarke, 2006, p.89). At this stage, the researcher managed to collect "candidate themes, and sub-themes" (Braun & Clarke, 2006, p.90). This step required looking back at the research question and sub-questions as guidelines for identifying potential themes. The main categories were given different colors in order to be easily identifiable and were automatically linked to the corresponding quotations.

The last stage of the coding process or the so-called selective coding involved reviewing each theme that was identified so far, refining it and deciding if it, together with the data extracts form "a coherent pattern" (Braun & Clarke, 2006, p.91). This step of the coding process required a consecutive refinement and naming of the themes and sub-themes, which at the end resulted in the establishment of an accurate representation of the data set

(Braun & Clarke, 2006, p.91).

Finally, concrete names for the themes and sub-themes were assigned and interpreted, as well as presented within the theoretical framework. The themes that emerged from the analysis were then associated to the respective sub-research questions. Thus, this formulated the basis in regard to reporting on the results and establishing the discussion of this research.

Figure 3.4. Atlas.ti example of generated codes during open coding process
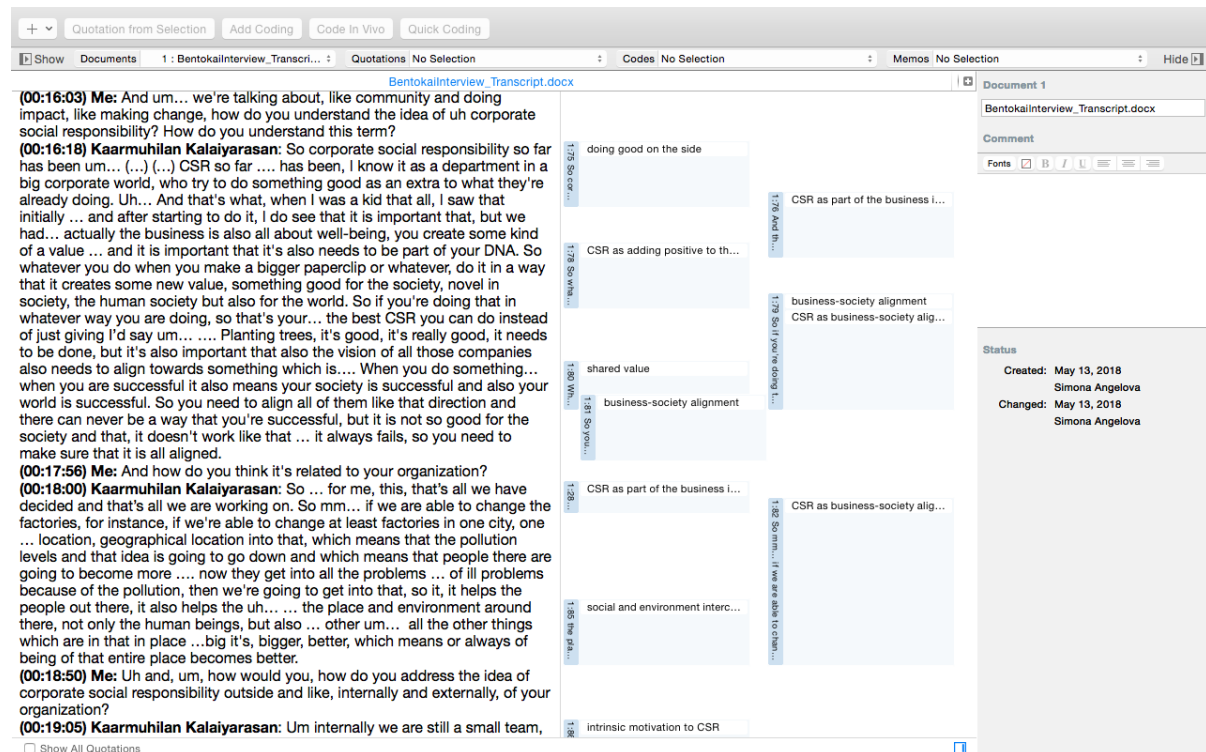
3.5 Reliability and Validity

Due to the interpretative nature of qualitative research the stability and rigor of the research might be questioned and might contribute to issues with establishing validity (Burnard et al., 2008), as well as reliability. In order to support the current research and demonstrate the reliability and validity of the data, the researcher employed diverse strategies during the process of sampling, gathering, and analyzing the data.

Reliability refers to the idea that the results of the research should be replicative (Crescentini & Mainardi, 2009). First, as stated above, through purposive sampling, an emphasis was put on the strict recruitment of interviewees, who gave a rich account of the topic through their expert knowledge (Morse, Barrett, Mayan, Olson, & Spiers, 2002). In addition, a detailed description of the professional profile of the interviewees was obtained during the interview process, as well as comprehensive information was given in regard to

the research topic. The researcher also ensured to attach the topic guide in the Appendices section.

Validity, as described by Crescentini and Mainardi (2009) is concerned with establishing a true and accurate account of the research, and refers to the extent to which the measurement instrument "measures (…) what it purports to measure" (p.436). Thus, some techniques were used to ensure the validity of the research as framed by Baxter and Eyles (1997). The researcher aimed at utilizing source triangulation, which implies that the researcher gathers information from diverse set of respondents. However, there were some limitations in regard to the triangulation process as in most cases only one representative from a single social enterprise agreed on taking part in the research. Despite that, the researcher aimed at gathering as detailed record of the interviews as possible and accounted for a transparent research design (Baxter & Eyles, 1997).

In order to further establish reliability and validity within the data, as well as account for transparency within the research process, the researcher also took into consideration both their personal characteristics, as well as these of the interviewee. According to Richards and Emslie (2000), it is crucial that the researcher reflects on characteristics such as gender and professional background within the context of the interaction between the interviewer and the interviewee as this might have an influence on the process of gathering and analyzing the data. Thus, through employing the notion of reflexivity (Richards & Emslie, 2000) as stated above, the researcher ensured that further insight and consistency are given to the research.

4. Results

Subsequent to the coding process, an analysis of the main themes and concepts emerging from the data obtained for this research was made. A considerate amount of recurring themes became apparent, supported by substantial evidence provided by the participants. In the current chapter, these themes and the related to them concepts are presented in a consistent to the sub-questions composed for this study manner. Firstly, the concept of CSR is thoroughly examined through the lens of the social enterprise sector. Secondly, the alignment of the social media strategy with the core operations of the social enterprises is explored. In order to set the basis for examining the social media strategies, which the social enterprises employ in their CSR communication, the factors related to the adoption of social media are further presented. Consequently, the CSR communication strategies utilized by the social enterprises are discussed in more depth. Lastly, the factors determining the effectiveness of the social enterprises' CSR communication strategies online are illuminated. In addition to presenting the final results of this study, this chapter contains an exploration of the literature related to the concepts pertaining to the analysis within each section. This contributes to a clear examination of the concepts that emerged from the data, as well as to the establishment of a comprehensive understanding of the subject matter.

4.1 CSR within the social enterprise sector

The main categories and related concepts that emerged from the data in relation to how social enterprises understand CSR and corporate citizenship can be found in Table 4.1. The main concepts draw upon the general understanding of the participants, including their views on how these concepts may relate to the social enterprise activities, while noting the differences when compared to the practices established in the corporate world. The perception in regard to CSR has been thoroughly explored through the specific questions that the interviewer addressed, which provided a clear depiction of the discrepancies that exist within the notion.

Table 4.1. Categories and concepts related to SQ1

Main categories	Related Concepts
CSR Perception	Conventional view
	CSR as an add-on
	CSR as business identity
Corporate Citizenship	Business-society alignment
	Value creation

4.1.1 CSR Perception

In the current debate surrounding CSR, all participants showed an understanding of the concept. When asked about their perception on CSR, some of the interviewees outlined the responsibility of the business to contribute to the society instead of being merely profit-oriented. For example, Interviewee N stated that:

"I think that you as a company, you have a particular responsibility towards society as a whole to give back, so not to only focus on […] making as much money as possible […], but really understanding what people need […]. I mean in the end, as a company you are required to make money, but […] it's not a zero sum game […]" (Interviewee N)

In addition, other participants expressed a more coherent view on what CSR conveys by emphasizing not only on its social aspect, but also on the environmental responsibility that organizations have, which continues to show the polysemantic character of CSR and reveals the complexities when it comes to defining the term itself:

"[…] For me, it's the organization [is] socially responsible, and environmentally responsible […] what we discussed before, that it's not only about economics and just about results, economical results, but [they] try to be responsible or at least strive to be responsible towards the society, so leaving the world at least as it is for society […]." (Interviewee C)

A relatively positive view on CSR has been expressed by some participants (Interviewee D and Interviewee F), who referred to CSR as making the world better, or as related to the 'people, planet, profit' classification of CSR, which they considered as making less negative impact and contributing to a collective good. Interestingly, however, the participants felt that such definitions sounded vague and could not relate to the vast scope of the term, while presenting a rather skeptical perception on what CSR actually conveys in the current corporate landscape. Interviewee F stated that CSR is "sort of flattened out a little bit and it's just there, and now people […] just assume that everyone is sustainable and has this policy in place, but I don't think a lot of people just don't really have it still […]." (Interviewee F). In this context, a generally negative perception has been expressed in relation to the conventional view of CSR by most of the participants. Some of them acknowledged that being responsible as a company does not necessarily mean that this responsibility is embedded in the core of the business and does not appear as a primary objective of the business as "most of the time corporations look for the bottom line, […] they want to maximize profits for their shareholders" (Interviewee B). Interviewee M considered CSR as a stigmatized concept in regard to the social obligations that companies have and emphasized on the fact that being socially responsible is viewed as separate from their mission.

Thus, initially, the participants also associated the concept of CSR with large corporations, whose socially responsible actions were believed to be just an add-on to their primary goal of making profit. In congruence with the idea of being an additional feature to the business, participants considered CSR as related to merely philanthropy or voluntary actions that have been undertaken by companies. A good example of such perception has been expressed by Interviewee G, who stated that:

"[…] My interpretation of it is that when companies do not have a specific product that contributes to a society issue, it is something different, they still feel that they have responsibility towards [the] society and then they take actions. For example, they pay attention to sustainable, how do you say that, the garbage is being separated, or that they use sustainable energy, green energy, or that they […] give time to employees to take some activities for charities, I think. So it is not their primary goal to deliver a contribution to society, however, they do feel that responsibility, so they take extra activities embedded in their business." (Interviewee G)

It is interesting to note that the participant's perception of CSR exists within the limited view of the operations of big corporations and further associates the term with companies such as Phillips or banks, whose primary goal, for example, "could be making as much money as [they] can by giving out loans to people" (Interviewee G). This idea has been strengthened by similar associations expressed by Interviewee D, who stated that CSR is related to companies such as McDonalds or Shell that try to show that they are responsible through giving donations, contributing to charities, or doing good for the environment.

Therefore, giving back to the society has been interpreted as a 'show off' by corporations, who the participants considered make relatively small steps towards CSR. An idea that has been expressed by some of the participants was also associated to companies as merely creating a positive corporate image, rather than truly being socially responsible. CSR has been coined as a limited concept because it "is primarily about averting risks as a company. It's also primarily about reducing negative impacts as opposed to being in it to create a positive impact." (Interviewee I). In parallel to this view, another participant continued that within big corporations "oftentimes the CSR programs can be considered as only window dressing and making their activities seem socially responsible, […] they don't think their activities from […] a first principles perspective like how should it be. It's mostly like they do business, they, for instance, pollute the environment and then afterwards implement an initiative to kind of combat that and offset their negative impact." (Interviewee A). It became evident that CSR within the corporate world has been thoroughly criticized and delegitimized through the idea of being a repair strategy (Interviewee L), rather than a

genuine desire to create a positive impact.

This is in stark contrast with the perception on CSR activities that have been established within the social enterprises themselves because "when it comes to social enterprises, then, of course, that goes hand in hand" (Interviewee F). When asked about how is CSR related to their social enterprise, most participants regarded their social actions as the right way CSR should be done. Very prominent within their views appeared the idea of CSR as being the foundation of the social enterprise, in comparison to the CSR initiatives promulgated by large corporations. This was expressed by Interviewee F, who postulated:

"[…] That's why I'm really supportive of the social enterprises, because first of all they're smaller businesses usually, that's how it starts and they can actually make a difference. It's not just something that you already have a corporation and then you add, you make a few tweaks and you think that it's all good." (Interviewee F)

As social enterprises, they consider that their "primary goal [is] solving an issue in society […], a social entrepreneur has his main focus on solving an issue in society and makes profit in order to be sustainable" (Interviewee G). Thus, CSR appears to be very important and embedded in the heart of the social enterprise itself. For example, Interviewee D clearly expressed the vision that:

"[…] I don't think it's just something we do with, for example, one campaign, it's just something we really are, that's the source of the company, that's where it all started […], that's what the whole company is based on." (Interviewee D)

Other participants illustrated the concept of CSR being at the core of the social enterprise through the congruence of the business practices with the society as "the business is also all about well-being, you create some kind of a value and it is important that it also needs to be part of your DNA. […]" (Interviewee O). The establishment of the business-society link has also been expressed by Interviewee L, who considers that because CSR is at the core of the business, the social enterprise exists as an indivisible part of the society itself. A few participants talked about the fact that their business has been established on the principle of providing an alternative and a better product or service to the already existing ones, and related to the idea of mutual success in working towards the social mission (Interviewee K and Interviewee F). For example, Interviewee F stated that at the core of the social enterprise lies the idea of working together with the stakeholders and helping each other in ensuring that their partners, their collaborators, and the social enterprise itself achieve their goals.

Within the perception of CSR across the social enterprise sector, two opposing views can be identified. On the one hand, the perception on the conventional view of CSR, despite

being associated to doing good for the society or the environment, conveys meanings related primarily to the practices of big corporations, which have been generally negatively connoted. CSR, in this context, has been considered as a marginal one, existing in the periphery of the business operations, rather than being situated at the businesses' core. In turn, the maximization of profit has been coined as the primary aim of big corporations, which further contributes to establishing the discrepancy between the idea of profit and being socially responsible as a business. Moreover, and entangled with the idea of CSR being an add-on to the corporate operations, these socially responsible practices that big corporations demonstrate have been considered as misleading and generally oriented towards establishing a positive corporate image, rather than being intrinsically initiated.

On the other hand, the notion of CSR when associated to the practices of the social enterprises has been considered to be the true depiction of the meaning of the term. CSR is believed to be the essence of the social enterprises, whose primary goal is associated to contributing to the society, and where profit is a lesser priority. In this context, the notion of CSR has been established through the idea of the business-society alignment, where the connection between the social enterprises' core and the community has been strengthened and exists as integral to the mission of the social enterprise, as well as to its success.

4.1.2 Corporate Citizenship

In order to explore the concept of CSR in depth and understand what it conveys within the realm of the social enterprise sector, all participants were asked about how they perceive the notion of corporate citizenship and in what way they consider it might relate to the practices of the social enterprises. However, corporate citizenship appeared as a challenging concept for the participants and most of them could not distinguish it from what CSR pertains. A couple of the interviewees perceived corporate citizenship as associated to the operations of big companies, who try to establish a favorable image of themselves rather than genuinely contribute to a social cause. For example, Interviewee E stated that:

"What I see is that there are people that are doing bad […] just to put the focus off that, they're starting up all kinds of CSR programmes, just to show "look how good we are."
(Interviewee E)

A fairly negative view was also expressed by another participant, who related to the idea of big companies possessing more power than governments, which can be closely associated to the political character that stems from the notion of corporate citizenship. Such perceptions indicate the continuation of the pessimism towards the corporate world and showcase the doubt that exists in relation to large corporations' current CSR programmes and actions. As understood by Interviewee B:

"[…] That's where the risk of where we started is, we are having very strong companies, international companies that do all this kind of not even think about paying […] taxes, the whole scandal with Facebook and Google […] and they do exist in this communities even though they're making a lot of money […] that in a way is, you know, maybe they're not poisoning the environment, but they're still not giving back in their community, so they're taking away a possible benefit." (Interviewee B)

This forms quite a strong contrast to the opinions of the other participants who expressed a rather positive attitude towards the concept of corporate citizenship and considered it important to emphasize on the notion of aligning the business values with these of the society. Interviewee O found it hard to differentiate the term from the idea of CSR, but expressed a strong opinion in that "if you're doing business, you need to do it in a way that it helps and aligns to the values of the society, as well as bring in well-being across the whole chain, to the people, to the place, to everything." In this context, corporate citizenship was viewed as the idea that businesses are responsible for the surrounding them environment as a whole, which in turn means that "you meet legal and ethical responsibilities that you as an organization have for not only the society, but also for your shareholders or your partners or the people that you work with." (Interviewee L). This contributes to situating the notion of the business-society link in a deeper context that not only considers the alignment itself, but also takes into account the importance of being ethical and sticking to the norms established within the society. Within the notion of corporate citizenship, it was considered of high importance for businesses to be aware and have a broad perspective on how they are impacting the society. Interviewee B stated that "you have to be mindful about the first and second order effects of all of your work because, for example, if you are selling cheap mayonnaise, but that's on the cost of child labor in some developing nation, then you're […] you can't do good by doing bad [or] doing something wrong somewhere else."

In addition to the idea of business-society alignment, corporate citizenship was strongly regarded as creating value and having shared responsibility though a strategic approach that is associated to co-production. Interviewee J said that:

"[…] It sounds like when you talk corporate social responsibility and then citizenship […], we're shifting from the responsibility of the companies that give donations to society to coproduction. So, it is more how we can cooperate with the partners." (Interviewee J)

Other participants also referred to corporate citizenship in a similar manner through the idea of partnerships, stating that they aim at finding partners who share the same goal in order to run the business sustainably. Interviewee F stated that:

"Now that sounds fantastic. […] That's taking it to the next level with really making sure that you really not only cover your own business and to make sure that I'm sustainable, but you also make sure that all stakeholders and everyone […] work together. I mean that's what we're trying to reach here" (Interviewee F)

It became evident that social enterprises do not only aim at value creation through partnerships with other companies, but also take into account the integration of the customers in achieving their mission. Despite the fact that this was not such a prominent point among the participants, one of them did mention the importance of involving the customers in their socially responsible operations. Interviewee H preferred to give an example in order to illustrate his point. The interviewee emphasized on the idea that they try to involve their customers in creating value from waste and stated:

"[…] There are a lot of kids coming by with their own collected bottle caps, coming to make their own WasteBoards. And I just tell the story to the kids and just let them see that you can make yourself [skateboard] out of all these bottle caps. So just to give you a little insight how much further it goes then only producing the skateboard itself." (Interviewee H)

It can be observed that the notion of corporate citizenship has been given relatively more positive connotations in comparison to CSR. However, a general lack of knowledge of the concept of corporate citizenship presents a major challenge in establishing a clear depiction of the notion itself. In establishing the perception of the concept of CSR, one can witness both the intertwining and discrepancy between the notions of CSR and corporate citizenship.

Following the results in relation to the concept of CSR, it became evident that the participants hold a coherent understanding of what CSR entails. The perception on CSR among the participants has been mainly focused on the social and environmental aspects of the concept. It is significant that most of the participants identified CSR as actions that were seen as an additional responsibility of businesses, apart from making money. This understanding not only emphasizes on the obligations that business have towards contributing to the world, but highlights the fact that businesses have to be financially stable as well. This is directly connected to the initial definition of CSR found in the work of Bowen (Carroll, 2015), who states that the business should not be merely looking for financial gains, but should also be concerned with contributing to the society. Furthermore, through the views of the participants, a clear link can be established between their understanding of CSR and the structural approach by Carroll (1991), which outlines philanthropic activities that contribute to the society as an indivisible part of making profit. Despite the fact that making an impact and feeling a responsibility towards society can be implicitly understood

as also consisting of ethical and legal obligations of the business, these have not been mentioned by the participants in regard to their general understanding of the concept. However, the majority of the participants perceived profit as a separate element from the responsibility that businesses hold and was directly related to the generally negative view that the participants expressed towards the operations of the big corporations. Consequently, the CSR actions of the large corporations have been rather perceived as a tool to maximize profit, which in the view of the participants is the primary goal businesses aim at. Thus, CSR becomes a construct merely serving the interest of the business (Matten et al., 2003).

The concept of CSR has been delegitimized through the participants' understanding of CSR as an add-on to the operations of big businesses, which exists as an external element of the core of the business. This idea is in line with the argument coined by scholars such as Tracey et al. (2005), who state that contributing to the society exists in the periphery of the business itself. Through the answers of the participants it became evident that the association of big corporations with the primer goal of earning money contributes to a stigmatized view on CSR. This is interesting, because the perception of the participants goes back to the idea of CSR initiatives being perceived as a public relations spin or a tool to build a more positive image of the organization (Porter & Kramer, 2006; Jenkins, 2009; Jones et al., 2009). This provides a clear direction towards rethinking the role of profit within the CSR concept, because as seen above, profit contributes to primarily negative connotations associated to the socially responsible business practices. Furthermore, the link between the business and the society has been destructed and exposes CSR as a limited concept, only referring to the economic benefits that are in for the business (Porter & Kramer, 2011).

On the other side, the concept of CSR in regard to the practices of the social enterprises takes a sharp turn in the perception of the participants as they view it as an indivisible element of the existence of their organization. The social enterprises' initiatives are labeled as the core responsibility of the business and refer back to the idea of shared value that brings solving societal issues at the forefront of the business operations (Porter & Kramer, 2006). Thus, the business-society link has been established within the CSR practices of the social enterprises themselves. This directs towards the immense discrepancy that exists between the different business structures and calls for a deeper examination of the CSR construct in different business sectors. It is interesting to note that some of the participants understood CSR within the social enterprise sector as the idea of working together with their stakeholders in order to achieve a bigger social impact and reach their goal. The congruence between the businesses' and society's values, as mentioned by

the participants, directs towards the ethical responsibilities outlined by Carroll (1991). These ethical responsibilities, however, yet again do not refer to profit benefits as a primer, which exists in a conflict with the structural approach of Carroll (1991). The results of this study confirm that this is the case within the social enterprise sector.

In further exploration of the CSR concept and the closely related to it idea of corporate citizenship, it became apparent that the participants find it challenging to distinguish between those terms. This is also the reason why initially some of the participants perceived the idea in a negative manner, as they related to the term as an external activity to the operations of large corporations, which is in conflict with further works on corporate citizenship by Carroll (1998). Furthermore, in accordance to Meehan et al.'s (2006) idea of corporate citizenship, the political role of the organizations was perceived as a risk for the society and as something that does not yield any benefits. This argument contests the corporate right to take over the functions of the high institutions and exists in conflict with the idea promulgated by Matten et al. (2003). Thus, such perceptions are a call for further clarification of the boundaries of the notion of corporate citizenship.

Despite the initial negative view, a predominantly positive opinion was expressed towards the notion of corporate citizenship by most of the participants. Situating the term within the social enterprises' operations reveals a direct link to the idea of Tracey et al. (2005), who outline that such innovative business models exist as an alternative to the practices of big corporations. This idea has been reinforced on a few occasions during the discussion with the participants. Interestingly, the participants referred to the business-society alignment and pointed out to their mutual interdependence (Matten et al., 2003), as well as to the importance of the business to consider a broader view in regard to its operations and stick to a sustainable supply chain. During the research it also became apparent that the social enterprises aim at integrating customers and other players in their socially responsible practices. The participants acknowledged that being a corporate citizen is not only about taking into account their business, but rather involving other stakeholders on the way to achieving their mission. Thus, it could be argued that the social enterprises engage in value creation as outlined by Meehan et al. (2006). This idea may relate to the fact that social enterprises have been considered as the "basis for corporate citizenship" (Tracey et al., 2005, p.335).

Taking into account the vast scope of views on CSR and corporate citizenship, it is inevitable not to outline the discrepancy in opinions that exists. Thus, it could be of crucial importance for future research to take into account the existence of diverse business models and apply CSR research into those areas. This will further help determining the exact differences that might exist between CSR within the social enterprise sector and the

corporate world, and contribute to establishing a clearer conceptual framework.

4.2 Alignment of the identity and social media strategy of the social enterprise

An overview of the main categories and concepts that emerged from the interviews in relation to the alignment of the the vision, mission and values of the social enterprises with their social media strategy has been provided in Table 4.2. During the coding process it became apparent that the way social enterprises do this is through their message and the style of this message. Social enterprises consider the balance between product and purpose, as well as communicating about the social or environmental impact within their message, an effective way to gain competitive advantage and attract the attention of the stakeholders. Along with the message, the social enterprises prefer to focus on communicating in a positive, as well as in a consistent with their strategic intent manner.

Table 4.2. Categories and concepts related to SQ2

Main categories	Related Concepts
Message	Product-purpose balance
	Focus on social or environmental impact
Style	Positive style
	Consistent style

4.2.1 Product-purpose balance

All participants were asked about the alignment between the social enterprises' identity, encoded in their values, mission and vision, and their social media strategy. An interesting finding revealed that the participants considered the balance between the product and the purpose of the social enterprise in their message as the best way to communicate to their stakeholders. A few participants emphasized on the idea that communicating too much about the product or about the purpose would not result in an effective communication to their stakeholders, thus close attention should be paid to this balance in the message. Interviewee O stated that:

"Of course, you have some content about sustainability […], I think […] eighty percent is always value towards others, twenty percent you can talk about yourself a bit, but this proportion changes with brand to brand and you have to test it up." (Interviewee O)

The blending between the product and the purpose in the message was also expressed by another participant. Interviewee C said:

"You can also tell a story and you can tell a story that people are curious about or they are really drawn to […], they want to support the brand, because they [the company] are doing more than just bags and that's how we at least try to mix it up with promoting our bags, but promoting also our story […]. So, it's a double thing that you need to exploit." (Interviewee C)

It was further emphasized that communicating about the mission of the social enterprises gives them an edge, which is the reason why social enterprises aim at always exposing the responsibility angle of their operations (Interviewee M). Interviewee B highlighted that their ability to communicate effectively what they are doing in terms of their mission resonates with their stakeholders and helps differentiate themselves from other businesses, who are also built on a social purpose. Interviewee B further reassured that their communication should be always oriented towards being a reflection of their mission and their aims, thus, trying to have a balance between telling their story and promoting their services. Thus, communicating about the social enterprise's mission becomes an indivisible part of communicating about the product that is being offered. In this context, Interviewee M stated:

"We think it's really important to not only communicate our product, but to communicate the problem and our mission as well, especially because people see Travis often as a travel companion, we want to highlight the medical and the aid work" (Interviewee M)

In addition to the approach of communicating through a product-purpose balance, a few participants also highlighted that within this message they find a place for exposing the problem the social enterprise aims to solve and the initiatives they are working towards in order to attract the attention of the stakeholders. Interviewee M stated that:

"In communicating our purpose, we try to communicate a little bit of the problem. So examples or testimonials of where people have had language barriers […] sharing stories of the problems in different circumstances as well as our solutions." (Interviewee M)

Interviewee C also added that they communicate about their initiatives, which "is really part of our story, so it's not like only the very clean and pretty feed, but also the behind the scenes story and the purpose of it".

Closely related to the idea of communicating the purpose in line with the product, the social enterprises pay a lot of attention to communicating about the impact that they are making in terms of society or environment. Interviewee O, for example, considers that such communication adds value to the product and incentivizes people when it comes to their buying decisions:

"It needs to be very clear connection between the product and the impact. So, now our messaging is more towards [saying] Bentokai is able to sell, two thousand phone cases, we could actually change one factory. So, by being one of those two thousand people, you are actually making sure you're directly contributing to a change." (Interviewee O)

When talking about the alignment between the social media strategy of the social enterprises, their identity and the idea of competitive advantage, another participant added that making people aware of the positive impact of the social enterprise, helps them "create a position of trust and recognition" (Interviewee N). Thus, within the idea of aligning their social media strategy with their identity, Interviewee C stated that social enterprises should be really straightforward in communicating the impact they make, because "it's more about the experience then the product nowadays […] (Interviewee C).

4.2.2 Style

Another way in which the social enterprises align their strategic intent to their social media strategy is through the style of the message that they disseminate to the stakeholders. In communicating about their product, purpose and the impact they make, it became evident that the social enterprises downplay the negative side of the problem that they are trying to solve and rely on creating a more inspirational and positive image of themselves. Interviewee E stated that they try not to focus on the idea of plastic being harmful, but to share stories with a positive twist. In congruence with this idea, Interviewee H also emphasized on the positive style of the message, which they aim to communicate:

"[…] It should be up building, should be positive […] we want to have people helping our cause and not kicking the cause. I think […] good pictures, good quality content, positive things, I think that's our main focus." (Interviewee H)

Interviewee H and Interviewee C further added that it is of high importance to have a message which is inspirational, while exposing the passion with which the social enterprise contributes to a positive change, because that is the moment when people also get inspired about the brand itself. What was also highlighted was the idea of having such a positive style of communication in order for people to join the cause. In relation to that, Interviewee J stated that:

"[Our] strategy [is] not to confront, but to make people curious. So, we're not very a hard liner in that sense, but [we are] inviting people to join us and explore and enjoy, be in connection with us. So, that is our positive way of reaching out. (Interviewee J)

Apart from the positive style of the message, a few participants also spoke about the importance of consistency. Interviewee B emphasized on the need to have a consistent style of the message that, in his view, should be "in the same format, coming from the same

perspective, in the same voice throughout our social media channels and also throughout other venues like in press, keynotes, and all the other venues we're present on." (Interviewee B). Another participant also referred to the same idea as they "try to communicate in a certain way that is in line with our mission, with our values. And so that it's always recognizable and consistent with the entire story" (Interviewee I).

The current findings can be interpreted as in sync with Kim and Ferguson's theory (2014) in relation to establishing effective CSR communication. The authors mention that stakeholders prefer to receive information in regard to the results that the CSR initiatives have yielded, and thus, the current findings reveal that the social enterprises find their competitive edge exactly in communicating about the positive impact that they make. It becomes apparent that the social enterprises use their message as a tool to incentivize the stakeholders and instill in them a positive view about the brand. The fact that the social enterprises are focusing on a balance in communicating about their product and purpose can be interpreted as an aim to provide the stakeholders with less promotional content in order to earn the credibility and affect in a positive way the perception of the stakeholders towards the business and its purpose (Kim & Ferguson, 2014). Despite some scholars arguing about the fact that businesses, who are "already perceived as legitimate, do not need to communicate their CSR efforts loudly" (Morsing & Schultz, 2006, p.332), this is not the case within the explored social enterprises, as they consider that communicating about their purpose gives them an edge in their business and communications. The current findings reveal that the social enterprises rely on communicating explicitly their identity with the stakeholders.

4.3 Factors for social media adoption

The major themes and concepts that emerged from the interviews in relation to the factors that the social enterprises outline for adopting a social media strategy have been outlined in Table 4.3. During the coding process it became apparent that the main reasons for the social enterprises to adopt social media as part of their communication exist within the boundaries of interactivity and visibility. Social media has been considered as an essential tool to reach the stakeholders, build relationships, as well as communicate the purpose of the social enterprise and create awareness. Along with the idea of visibility, and more specifically reach of the target audience, cost-effectiveness revealed itself as a less important component contributing to social media adoption, however, it still remained a factor.

Table 4.3. Categories and concepts related to SQ3

Main categories	Related Concepts
Interactivity	Relationship-building
	Conversation-building
Visibility	Reach
	Cost-effectiveness
	Creating Awareness

4.3.1 Interactivity

One of the main factors in relation to the utilization of social media for communicating to the stakeholders that became apparent in the interviews was associated with the idea of interactivity. Participants across the sector of the social enterprises stated a clear opinion about the opportunity that social media gives in terms of building relationships with the stakeholders. Communicating through social media has become an essential way in which the social enterprises can build their community and a necessary tool within their operations. For example, Interviewee L stated that they are able to get in direct contact with their stakeholders, which is what makes social media very intriguing for social organizations. Participants stated that the community building aspect of social media is of high importance when it comes to communicating about their socially responsible practices and further exposed the mutual interdependence between the business and the community "because it's always people in the community that can help us and that we can help as well […]" (Interviewee M).

Social media has become an indivisible part of the communication of the social enterprises and has been noted as their "daily microphone" (Interviewee B) when it comes to connecting to the stakeholders. One participant noted that social media legitimizes the actions that social enterprises employ towards relationship-building with their stakeholders and makes it easier to address the needs of the stakeholders:

"It gives us an excuse in a natural way to connect with people on a level that exceeds the cheap transactional level. It is A) you can make a deeper connection and B) it is much more easier way to advertise what you have to offer them [the stakeholders]" (Interviewee I)

It appears that social media also helps for establishing relationships with the stakeholders on the level of partnerships as well and contributes to a relationship, which otherwise would not have been possible:

"If we wouldn't do social media, I'm absolutely sure that we would have missed out on a few company partners that we have." (Interviewee A)

Similarly, other participants noted that social media and the fact that consumers share the information disseminated by the social enterprise helps for establishing a connection with stakeholders that is needed for the business:

"It's really important. I've sort of come to the realization that we have a social media, and then we use it, we use the consumers because they share a lot of things online, so they are sort of the middleman between us and the bigger companies." (Interviewee F)

The idea of building relationships with the community through social media has been further extended through the notion of establishing a conversation with the stakeholders. It is interesting to note the blending of these two elements of relationship and conversation-building, which was discovered among the answers of most participants. For example, Interviewee M stated that building the community is also about engaging and being part of the conversation on social media. Being part of the conversation has also been noted by Interviewee B who related to this idea on a bigger scale situating it within the notion of staying connected:

"So, it's really keeping connected and making sure that someone wants to plug into your story and wants to get the vibe, wants to know what happens, they have a kind of very direct, very nice view of everything that happens in your universe. And this, we try to take seriously." (Interviewee B)

The fact that the interviewee relates to the notion of the stakeholders to 'get the vibe' can be associated to the idea of engagement in some kind of a dialogue exchange. The participant (Interviewee B) further stated that it is not only important to share what the social enterprise is doing on social media, but also to engage with the community on a constant basis.

The idea of conversation-building appears to be a really important one among the participants, who also stated that the conversations online can bring a number of benefits for the social enterprise. For example, Interviewee A mentioned that the social enterprise business they have now would probably not have existed if it was not for social media, because it directly contributed to driving the conversation online, as well as creating awareness about the business. Another participant also expressed a positive attitude towards the fact that there is the possibility to establish conversations through social media:

"Well, I like it that it's quick at least and people [are] always on it and I like that it does, even though we don't have that many dialogues, […] I do think it's nice that some people do reply on our posts and there is a bit more interactivity, I would say, and it is nicer, for example with our customer service to actually find that a lot more people are actually trying to ask about

the product […] through Facebook, through the private chats, for example. And that is in some way direct contact, so that is really nice." (Interviewee D)

4.3.2 Visibility

The notion of visibility has been spread out among the participants in different forms. It appeared that visibility is an important factor for utilizing social media in order for the social enterprise to stay relevant (Interviewee K) and keep the stakeholders aware of the organization. Some of the participants related to the notion of visibility through stating that social media gives them the opportunity to effectively reach their community, which makes it an indivisible part of their strategy. Most participants considered it crucial to be present on social media, because that is where their target group is, and also found it to be the most convenient way to reach the community they serve:

"Well, people are to be reached on social media, especially the group of deaf visitors, they spent a lot of time on Facebook, even more than their hearing peers, because that is a very good way to communicate. […] So then again a social platform like Facebook is very important for them and that's where they are, that's a very good way to reach them." (Interviewee G)

When talking about reaching the community, some participants also emphasized on the cost-effectiveness of social media and the importance of being present if they wanted to expand their message, impact, and operations across diverse geographical areas. The interviewees stated that social media presents an inexpensive way to reach their stakeholders. For example, these benefits have been outlined by Interviewee C who stated that:

"[…] Tomorrow you can start a company and have an Instagram account and grow your account and reach a crowd […] and make sales as well without having to spend one cent on paid media, which is a huge difference compared to previously." (Interviewee C)

The relatively little effort that social media requires, as well as its efficient character when it comes to reaching out to the stakeholders was another point mentioned in the conversation, because "people use social media. It's a very easy way" (Interviewee N). Interviewee I also stated:

"Well, the advantage of social media is that it's scalable, so you can reach a lot more people with relatively little effort." (Interviewee I)

Being on social media has not only been coined as an opportunity to reach the target audience, but also to show what the social enterprise is doing in relation to creating impact. Social media, considered as part of the media mix, plays a role in creating awareness about

the social enterprise, which is inseparable from the goal that the social enterprise has and contributes to showcasing the real face and values of the social enterprise, as well as the socially responsible efforts they are working towards (Interviewee L, Interviewee D, Interviewee A, Interviewee N). For example, when asked about the factors for utilizing social media, Interviewee M stated that creating awareness is part of the bigger aim of the social enterprise:

"Well, it's one aspect of what we do, so in all the different industries that we work in we think it's important to communicate what we do outwards, because the more people we reach the more communication barriers we bridge and the more we help [with the] communication between people." (Interviewee M)

Considered as a tool for communicating the social mission of the social enterprise, social media was also referred to as important, because "it amplifies the voice, it amplifies the impact that we can have, and we can share it with more people online simply." (Interviewee A). The idea was enforced by other participants, who mentioned that showing what the social enterprise is doing is essential for building a stronger brand, which in turn contributes to spreading the message and elevating the potential impact (Interviewee K and Interviewee I). Interviewee E also related to the same idea stating that if the social enterprise aims at reaching its goal, it is inevitable for them "to be out in the open". Overall, all participants expressed the need to communicate through social media, as it contributes to disseminating their social message and apart from that it is a medium, where "[…] everybody reads and everybody asks, if you are doing something, you cannot do it without it." (Interviewee J).

The results in relation to the prerequisites that the social enterprises identify to adopting a social media strategy reveal that social media has become an inseparable element of building of the image of the social enterprise among its stakeholders. Due to the fact that the social enterprises' aim is to provide a positive social or environmental impact, social media was perceived as a must-have tool by the participants. This idea is in line with scholars' arguments that social media is inseparable element of achieving the social mission, in this case, of the social enterprises (Ros-Diego & Castelló-Martínez, 2012).

A big element of the discussion in regard to the factors that they found important when deciding whether or not to employ a social media strategy appeared to be the interactive nature of social media. The participants stated that social media allows them to build their community, while at the same time create awareness about their socially responsible mission. It should also be noted that the social enterprises engage primarily with their stakeholders through the means of social networking sites, such as Facebook,

Instagram, Twitter, etcetera. Scholars emphasize on the idea that only being present on social media does not yield any benefits, and thus features such as comments and replies enable organizations to communicate to their stakeholders (Odoom et al., 2017). In this context, the interaction in terms of sharing the social enterprises' mission by the stakeholders establishes the first layer of factors for adoption of social media among the explored organizations. Furthermore, the fact that the social enterprises can communicate directly and engage in conversation with their community, has been outlined as crucial. Participants do realize that merely their presence would not contribute to achieving their mission, thus, being part of the conversation and interacting with the stakeholders on a constant basis is inseparable element of their core aim. Consequently, it can be argued that the interchangeable nature of social media, as coined by Odoom et al. (2017), which contributes to building relationships, as well as establishing conversation, has been considered as essential by the participants. This also appears in congruence with previous research and reinforces the idea of interactivity as a main factor to utilizing social media. Interactivity has been further seen as helping to establish connections with people that are of high importance for achieving the social enterprise's aims. This idea directs towards a possibility to further explore the notion of relationship-building through social media and how exactly does this contribute to an effective CSR communication online.

In addition to the factor of interactivity, the social enterprises identify the notion of visibility as another prerequisite to communicate through social media. A majority of the participants stated that the efficiency of reaching the target audience through social media is of great importance and even mentioned that social media allows to bring down the barriers that exist in reaching communities that are geographically not reachable. This idea correlates with the argument by Odoom et al. (2017), who postulate that businesses consider social media because of the elimination of time and space restrictions. The idea of reach was reinforced by the participants also in relation to the cost-effectiveness that social media offers in terms of disseminating information about the social enterprise or contributing to their advertising in the online space. However, despite being coined as a main factor for utilizing social media by scholars (Odoom et al., 2017), cost-effectiveness seemed to play a relatively minor role in comparison to other factors within the social enterprises. This discrepancy in practice and literature can be due to the fact that social media for advertising purposes is not as cheap as it was before. However, cost-effectiveness was still mentioned, which might be due to the general lack of resources that social enterprises face.

A crucial component of the visibility factor that became evident during the research, was related to creating awareness about the social enterprise and especially showcasing the positive impact they are having in relation to their social or environmental efforts. This was

supported by most of the participants, who referred to the idea of keeping the stakeholders informed and sharing the organizations' stories as one of the highest goals they reach for. In their aim to communicate their social purpose, social enterprises consider social media as one of their primary assistants towards achieving that. Awareness can be attributed to the fact that creating impact is the primary goal of the social enterprises and thus social media contributes to effectively sharing such information, as well as to allowing the business to successfully market their products. The same essential factor was also found by Odoom et al. (2017) in their quantitative research, where they reassure about the fact that depending on the values and goals of the business, they might consider utilizing social media as essential.

4.4 CSR communication strategies on social media

An overview of the key categories and concepts related to the social media strategies that social enterprises employ in relation to CSR can be found in Table 4.4. The interviews aimed at exploring which of three strategies – informational, response, or involvement strategy do the social enterprises engage with. The main category that was identified relates predominantly to disseminating information to the stakeholders, pertaining to information transfer with a focus on diverse content such as organizational, relevant content, and storytelling. Another category that emerged from the data highlights the involvement of the social enterprises in a dialogue, which consists of two distinct elements, namely pro-active and reflective.

Table 4.4. Categories and concepts related to SQ4

Main categories	Related Concepts
Information Transfer	Relevant Content
	Organizational Content
	Storytelling
	Stakeholder Feedback
Involvement in Dialogue	Reflective
	Pro-active

4.4.1 Information Transfer

All participants showcased the involvement of their social enterprises in social media communication. After being asked about the way they communicate to the stakeholders through social media, it became evident that all of them engage in some form of information transfer. This idea strongly resonated in the enthusiasm that the social enterprises showed in regard to providing relevant content to the stakeholders in an attempt to reach them on

social media, as Interviewee O mentions that "you need to have something about what people who are following you want to hear." Understanding what the target audience wants and communicating information that brings value to them appeared to be of crucial importance:

"We came to this realization when we were doing a new sort of promotion for Natural Tableware and we wanted to call it Nothing Beats Nature […]. And then we have […] Phase Out Plastic on, as the hashtag for Disposables.bio. But then that's when we sat down and we were like, 'ok, so how should we do this?' (…) And that's how we started just trying to figure out what sort of content people want and trying to put ourselves in their shoes with what they might share and what they might like." (Interviewee F)

However, due to the fact that the communication of the social enterprises is predominantly unidirectional, this idea has been, in most cases, perceived slightly pessimistic. For example, Interviewee F revealed that their social media communication at the moment is very basic, mainly focused on disseminating content through Facebook and Instagram:

"We also have blogs on our website, but […] it's not extremely regularly posted on, but that's something we then share on Facebook. Communication wise it's mainly us putting out things [content] […], it's mainly us giving."

Despite briefly mentioning the idea of interaction, other participants (Interviewee I, Interviewee D, Interviewee B) postulated that their communication is primarily one-way oriented and considered it not suitable for interaction with the stakeholders. The case in most of the social enterprise was that they were pushing more content outwards, without managing to establish a dialogue with the stakeholders. It can be outlined that in such a one-way communication, some interviewees also revealed that this does not really fulfil their aim to actively reach the community. Interviewee B, for example, stated that disseminating information to the stakeholders has been their predominant form of communication, which has not proven itself as an effective way to make the stakeholders actively following them on social media. This was also the case in another social enterprise:

"[…] Right now, I feel like we are putting a lot of things in the world and not always […] getting a lot of replies on them. We do get likes […], but it could always be more and better […]." (Interviewee L)

The idea of information transfer through social media also extends to creating awareness through different forms of content in order to keep the stakeholders aware of what the social enterprise is doing in relation to their CSR. Interviewee L postulated that they communicate to the whole community "first of all by making […] annual reports, impact

reports, reports about the specific projects that partners have contributed to, so we keep them really up-to-date […]." In regard to disseminating information, social enterprises rely on showcasing their brand through providing the stakeholders with insights about the organization in relation to their initiatives by putting 'a face' on the content:

"The behind the scene is really, as I said before, that's what works as well on social media, that people want to see people, and it's very easy on social media to see the accounts that are performing the best, they are bloggers, they are real people, they're showing their real face, it's not about the perfect plastic and the perfect look, and this gets likes, of course, but actually you get even more likes if you're honest and human." (Interviewee C)

In order to ensure positive support from the stakeholders and showcase the CSR initiatives that lie within the core of the social enterprise, demonstrating active involvement is solving social or environmental issues seems to be an important pillar of the social enterprise's communication. Thus, participants outlined that their communication strategy on social media does not only relate to paying for advertisements or promoting their service, but also to emphasizing on the social issues that they are trying to solve through exposing content from the actual work that they have been doing in order to resonate with the community (Interviewee A, Interviewee C, Interviewee L, Interviewee H). For example, Interviewee C stated:

"We are writing on India and when we go there, so now, in February, our Product Manager went to India, and then she writes a long diary on what she's doing there, all the initiatives that are happening there, and that part we share on Facebook, on our website, of course, and also through Instagram, so we try to push that as much as possible […]." (Interviewee C)

When asked about the importance of communicating CSR on social media, some participants expressed their motivations to actually demonstrate the significance of the social enterprise's initiatives. Communicating about the fact that they are actively putting energy into these initiatives and are working towards a CSR goal, has been considered helpful for establishing themselves as a trustworthy organization:

"[…] We have [an] equality perception of people that you can't make something out of waste… that [the] quality is not good enough. So, what we do on social media, we just grab a car and we just drive over a skateboard […] […] just to show people that you can really make quality stuff out of waste." (Interviewee H)

Furthermore, in order to bring their socially responsible actions upfront, the social enterprises indicate that they regularly engage in providing information through storytelling. Seven of the participants found storytelling a useful way to communicate about the impact

that they are making and emphasized on the importance of being able to create an emotional connection with the stakeholders. The stories that these social enterprises share with their stakeholders range from sharing quotes, photos from the community work, or success stories to directly communicating the brand story:

"We look at our story here, just like as a progression of a character in a story, and we're trying to use techniques that [you use in] screenwriting or a novel writing, in the way we communicate what we do over here, […] in the way we tell the stories of our students and we kind of act as the promoters of their gains and hopes and trajectories, and also we tell our story as an organization. I think that's something we spend a lot of energy thinking about." (Interviewee B)

A big emphasis was also put on telling personal stories that are directly connected to the socially responsible practices of the social enterprises and reveal the proximity the social enterprises have to their community:

"[…] For example, we have those kind of post, this was Jessica's birthday and we share her story, and what she does. And we have lines of India, this was a line about India, and there we always share about that, but sometimes it's about what we do there, so it is a mix of different things […]" (Interviewee C)

Although information transfer appears to be a one-way communication of the social enterprises to their stakeholders, and despite the lack of dialogue that some of them indicate, it is crucial to note that stakeholders do engage with the information disseminated by the social enterprises. Seven of the social enterprises indicated that when communicating in the form of storytelling, or similarly, about the CSR actions that they are employing as part of their daily operations, stakeholders tend to express their support and give positive feedback in relation to the content that they have been exposed to. For example, in sync with the posts about India that O My Bag disseminates to showcase their actions, they also receive positive reactions and support from their stakeholders:

"We also get, of course, just encouraging messages, when we post something about India or what we have achieved, and then people are always interacting in that sense through comments and things like this" (Interviewee C)

Another indication of the positive emotions expressed by stakeholders is the fact that they, as outlined by Travis, which is focused on making communication between people easier through a translation device, are very enthusiastic about seeing content related to the community activities that the social enterprise is doing and in relation to the social goal that they are aiming at:

"Now, there's a lot more positive feedback […] and people really love seeing projects that we do with governments and refugee organizations. So, those are always taken really well, and people are often impressed by how Travis could be used in a situation, they wouldn't initially think of. (Interviewee M)

When asked about what they think stakeholders value in their communication, Interviewee E from Natural Tableware, a social enterprise focused on solving the environmental problem related to plastic waste, indicated that they think that stakeholders appreciate the effort the social enterprise is putting into reaching their goal:

"That's what you see. For instance, last week when we did not win, but we were a runner-up [at an event], I saw all those reactions [from stakeholders] like "Don't give up" and "You're doing great", "Never give up your goal" […], that's I think the people like the fact that we are actively out there, putting energy in sharing our message and educating the people around us. People like that fact, and I'm not saying that they are sharing everything that we are doing, but we are getting somewhere. (Interviewee E)

4.4.2 Involvement in Dialogue

In order to understand which strategy the social enterprises adopt, it was crucial to also examine their involvement in a dialogue with the stakeholders and what form does the dialogue take within the social media communication. Ten of the total amount of participants spoke about the dialogue strategies that they incorporate in order to reach their stakeholders. The majority (N=6) believed that they do establish a direct dialogue with the stakeholders in order to understand their concerns. However, in the majority of cases such a dialogue proved to be more product-oriented, rather than purpose-oriented. Despite that, some social enterprises indicated interest in the opinion of the stakeholders, and even spoke about inviting the stakeholders to participate in a mutual solution process. For example, Interviewee N discussed the idea that the social enterprise engages in dialogue with the stakeholders through establishing Facebook groups, where the interaction takes place. Travis was the only social enterprise that indicated a form of engagement with the stakeholders through acknowledging stakeholders' opinion in the form of a research:

"Sometimes we ask people like "hey if you could have Travis in another color or if you could add something, what would you do?" and we also had surveys that get sent out to those groups as well, testing new product ideas. People have questions, so I think we have two moderators, who are also in our customer support and they check that." (Interviewee M)

An interesting idea that came up during most of the interviews was that the social enterprises rely heavily on using social media channels to get in direct contact with their stakeholders. Although such communication appeared to be challenging, it became

apparent that the social enterprises attempt to establish a one-to-one interaction with their stakeholders and pay attention to incorporating the feedback back into their operations:

"Not everyone is open to have a chat on Messenger already, but there are a few people, who would like to talk, have a chat. So, we spoke to them, we asked them what they like, what they don't like, what would they like to have […], it's just talking to one person at a time and then understanding that and then trying to incorporate that learning back into what you're doing […]" (Interviewee O)

Despite the fact that the above participants engage into a direct dialogue with the stakeholders, that does not indicate an interaction on the level of the CSR activities of the social enterprises. Out of all participants, only two revealed to directly involve the stakeholders on a purpose-level:

"[…] Sometimes we do live videos on Facebook and Instagram and we have a speaker [attending the social enterprise] and then we say on live video "if you guys out there, our community have a question […], let us know. And then almost in every video there's at least someone who asks a question […]. That's very meaningful interaction and I think meaningful is an important word, because a lot of times this kind of back and forth between social media channels might be kind of like "oh that's cool" yeah, "that's very cool" and that doesn't lead somewhere. But when you can bring your community inside your story in that way they feel that they're part of the story, that their questions and their remarks get to us, then those people follow us much more closely." (Interviewee B)

Another participant commented that stakeholders do recognize what the social enterprise has been doing towards achieving their mission on social media, and were even involved in providing suggestions for furthering the CSR activities of the social enterprise:

"Just to give you an example, [a girl] from Bali [approached us and said]: […] Have you considered boarding your boards to surfboards? Can we raise awareness here, you need to […], can I do this?" So, that's one of the examples we get, […] we have a lot of stuff just coming like partnerships […]" (Interviewee H)

Despite the fact that some emphasis was put on engaging into a dialogue, the interviews showed that most of the participants were rather reflective towards the comments they receive from stakeholders, and that there is not really a substantial dialogue taking place. Interviewee E, for instance, indicated that when the social enterprise receives a message from the stakeholders, they reply in a form of thanking the stakeholders for their support, but that does not extend to any other form of interaction. Although Interviewee B indicated that they manage to engage the stakeholders directly in the story of the social enterprise through direct involvement in a dialogue, in parallel, the participant also explained

that they always try to reply to the comments of the stakeholders, however, realizing that this is not contributing to engaging actively with the stakeholders that are interested in the social enterprise's activities. Furthermore, another participant (Interviewee L) added that they try to get the community involved in a dialogue on social media, but expressed a preference for high quality dialogue, which in turn has led to the establishment of a merely reflective process of replying and acknowledging stakeholders' feedback.

Findings from the research in relation to the CSR communication strategies online that the social enterprises employ revealed the immense efforts they are putting in communicating their purpose. What stood out is that the majority of participants indicated that their communication was primarily one-way oriented. It became apparent that the social enterprises engage in a systematic transfer of information to the stakeholders. Interestingly, the social enterprises, primarily focus on disseminating content that they find might be relevant to their stakeholders. In that case the social enterprises engage in more or less 'sensegiving' (Morsing & Schultz, 2006). In further exploration of the transfer of information, the participants indicated that a big part of their communication is actually giving information about the social enterprise and the initiatives that they are undertaking through impact reports, as well as reports about on-the-ground initiative involvement. Thus, it can be argued that the communication of the social enterprises takes the form of a message that is linked to their core operations and aims at informing the stakeholders in detail and objectively about the energy they are putting in achieving such a social goal. This point strongly relates to the idea of engagement of the social enterprises in an information strategy through disseminating factual information and giving "sense to its audiences" (Morsing & Schultz, 2006, p.327). An interesting finding, however, reveals that such information is not merely oriented towards providing the stakeholders with information based on facts or figures, but rather towards disseminating insightful information through creating emotional content and engaging in storytelling. This is a fascinating approach that the social enterprises reveal in relation to disseminating content and engaging the stakeholders into the brand story. However, storytelling as a technique of sensegiving in CSR communication has not been explored as part of the strategies that Morsing and Schultz (2006) suggest. That elicits the need for scholars to explore further techniques for disseminating information that businesses use as part of their information strategy. Another indication that the social enterprises utilize an information strategy is the fact that they usually tend to receive feedback from their stakeholders. At this point, this does not include the formation of dialogue, but rather a form of engagement, which is mainly concerned with the idea of the stakeholders expressing their fascination with the business operations or providing the social enterprise with positive feedback (Morsing & Schultz, 2006).

Despite the fact that scholars (Morsing & Schultz, 2006) relate to the response strategy as the one mostly used by businesses in communication to their stakeholders, the current research showed the complete opposite. Only one participant mentioned that the social enterprise engaged in acknowledging the feedback from stakeholders through the dissemination of surveys, also considering the fact that those surveys are primarily product-oriented. Thus, it can be argued that the current research is in contradiction with the literature as there was no indication that the social enterprises employ a communication strategy to influence stakeholder's opinion in any way.

Another interesting finding from the research showed that most of the social enterprises aim to establish a direct connection with their stakeholders and try to get them involved in a dialogue. This pro-active approach of the social enterprises is in congruence with the involvement strategy indicated by Morsing and Schultz (2006), meaning that the social enterprises do attempt to address stakeholders' concerns and implement them back into their operations. Furthermore, as some participants noted, indication of pro-active effort to bring the community into the story of the social enterprises can be found. This further showcases an attempt by the social enterprises to a systematic approach towards engagement with the stakeholders (Morsing & Schultz, 2006). It is important to note that only one participant revealed that their stakeholders get directly involved in the social enterprise's CSR efforts and gave an example of establishing a pro-active dialogue with the stakeholders through creating awareness about the problem that the social enterprise is aiming to solve. Thus, it can be argued that this finding showcases a form of co-construction of CSR efforts in communication (Lim & Greenwood, 2017). However, in exploration of the strategies that the social enterprises employ, it became evident that less than a half believe that they manage to establish an effective dialogue with the stakeholders.

Overall, the research shows that the social enterprises primarily engage in an information strategy, however, there is a lot of effort put in the initiation of a dialogue. It became evident from the research that the establishment of a regular and constant dialogue is still scarcely found (Etter, 2014) and under question within the sector of the social enterprises. However, further research into the CSR communication strategies on social media of the social enterprises might be an interesting starting point to examine the actual level of involvement of the social enterprises in a dialogue with the stakeholders.

4.5 Effectiveness of the social media strategy in communicating CSR

An overview of the main categories and concepts related to the determinants of the effectiveness of the social media strategy within the social enterprises has been provided in Table 4.5. During the research, what became evident was that the social enterprises found it hard to answer the questions related to the topic. Despite that, the results showed that what determines the effectiveness of the social media strategy in communicating CSR is related to the channel, the interaction, and the content that the social enterprises disseminate. Within this section, the researcher also included the main challenges that the social enterprises face as they presented an obstacle to obtaining an objective view on the subject matter.

Table 4.5. Categories and concepts related to SQ5

Main categories	Related Concepts
Channel	Controlled media
Interaction	Facilitate conversation
Content	Brand story
	Third-party content
Challenges	Company challenges
	Communication challenges

4.5.1 Channel

During the research, all participants were asked how effective they consider their social media strategy and communication is at this moment. An interesting finding revealed that more than a half of the participants found it hard to answer this question and believed that their current efforts in communication are not as effective as they would have expected.

"Well, there's always effective and more effective, and we could always be more effective, so I really do not think that we have cracked the nut open and it's all easy for us and not at all." *(Interviewee C)*

In the case of the social enterprises that shows a big discrepancy between the efforts that they are putting in communication and the following outcome. Two participants mentioned that they are still developing their social media strategy in relation to content, or that they have not been putting that much focus on it yet, because of the fact that the business is also in its development stage. For example, Interviewee M commented:

"[…] At the moment we aren't doing as much social media sharing […], so it's probably not so successful."

However, in their evaluation of the effectiveness of their strategy, Interviewee M also added that it really depends which aspect of the communication one is looking at, because "in communicating our purpose, I think it's effective, people understand what our mission is and understand the different areas that we work in more now than when we started and that's through our outreach through socials". Similarly, despite considering it being hard to evaluate, Interviewee A mentioned that their social media strategy is "effective in the sense that we keep on building relationships with people".

Despite the inconsistency in the participants' opinions in regard to their social media strategy, they mentioned a few key factors that they considered contribute to evaluating the effectiveness of communicating about their social enterprise. It is important to note that the majority of them mentioned about the effectiveness of the social media platforms, which directly relates to the idea that social media, according to them is a must-have, as explained above, in order to communicate to their target audience. However, in terms of channels for communication, not all of the participants considered that important, but some primarily emphasized on the controlled channels such as their own social media or website. Two of the participants mentioned that the website is their primary channel for communicating their purpose and considered social media channels merely as a bridge to bring people back to their website:

"In terms of communication actually, the website and the blog [are] the best place to communicate. All the other things are bringing people there." (Interviewee O)

Interviewee O also had an interesting view on other emerging platforms that can be utilized. The participant emphasized on niche-channels such as Slack, where it is possible to have open groups with the social enterprise's community on specific topics and mentioned that "those things are very effective." (Interviewee O).

Nonetheless, other participants expressed their preference for Instagram and Facebook, where they could disclose information about their initiatives and bring the community in the story that they are telling. Interviewee C, whose social enterprise is related to creating positive environmental impact and operates within the fashion sector, noted that "Instagram has grown into the social media platform for fashion, it's just how it is nowadays. It has a combination of a very inspirational way to present things with a lot of imagery and the story part that is also super nice and you can just share your 'behind the scenes' activities" (Interviewee C). Another participant related to Instagram stories as another feature

that allows the social enterprise to showcase their projects in an engaging way (Interviewee L).

4.5.2 Interaction

An observation during the data analysis showed that participants consider establishing a conversation with the stakeholders of high importance for the effectiveness of their communication. There was also a consensus among the participants in regard to interacting with their community and the benefits it can bring for the business. Interviewee D explained that building a community feel and establishing dialogue with the target audience is very important for keeping the business alive, in the sense that it helps communicating the purpose of the social enterprise.

Four participants also expressed their opinion on the fact that facilitating conversation is going to contribute to the effectiveness of their social media strategy and engagement. This was reinforced by Interviewee L, who stated that "if you really have a conversation on social media that counts for a lot more than just a click on a button and a like". What determines the effectiveness of the social media strategy within the social enterprises appeared to be the engagement level and the interaction between the social enterprises and their stakeholders through the responses that social enterprises get from the community, which in turn brings value to the communication. For example, engagement and interaction were mentioned by Interviewee A, who considers that being able to facilitate conversation is always a challenge, but "it is really important that you not only [communicate] one-way, you post something that gets lost in the woods", but rather make the audience engage with the mission of the social enterprise. This goes hand in hand with what another participant emphasized on in regard to facilitating conversation. Interviewee O stated that on social media it is important to post an open question in order for people to interact. Providing the community with such a space, where they can communicate, was considered to be effective for facilitating engagement.

4.5.3 Content

When asked about what determines the effectiveness of their social media communication, participants mentioned on a few occasions the importance of the content in relation to their social media strategy. For example, two of the participants stated that the content should be in some way related to the mission of the business. Interviewee I postulated that: "it is whether you're able to convey the image of yourself that is in line with your identity". In accordance to this argument, Interviewee N also emphasized on the foundational story of the organization in terms of why, at the first place, the organization has been brought up, and most crucial, why the community should pay attention to it. Similarly,

Interviewee N stated that what determines the effectiveness of the strategy is the power of the story that the social enterprise is telling:

"[…] If the story is right then it really shouldn't matter through which channel you, you publish it, because at some point people will find it. [The] Right story means that you move people in a particular way. So, the right story is a story that you want to share, that you think is worth sharing, or that you think is worth your attention." (Interviewee N)

In addition, two participants referred to the importance of the content to expose the product of the social enterprise and show how this is related to contributing to the community or solving the social problem the social enterprise is focused on. Interviewee M, for example, highlighted the need for producing more content that provides insight into the social enterprise's product and stated that such content would be related to sharing testimonials and stories of the people, who use the product of the social enterprise to showcase the solutions that it provides and what has the social enterprise achieved in terms of its social initiative. In a similar manner, Interviewee D mentioned that it is important to "put a face" on the social enterprise through sharing stories from the community.

Furthermore, third-party content, meaning content about the social enterprise that is produced by the media or by another party, has also been mentioned. It is important to highlight such content, because during the research it became evident that half of the participants were referring to the importance of being in the news or using the press media to communicate about their operations on a few occasions. However, only two participants (Interviewee L and Interviewee I) mentioned the factor of getting reported.

Nevertheless, the overall opinions on what determines the effectiveness of the social media strategy were not very clear. That might have been provoked by the fact that the social enterprises struggle with getting social media results that could be quantified, measured or interpreted in a manner that reveals the effectiveness of their strategy. That further directs to the challenges, which the social enterprises currently face in relation to their communication.

4.5.4 Challenges

During the conversations with the social enterprises, it became evident that there are some challenges that they face, which in turn have an effect on their communication capabilities in general. The challenge that was most prominent among the social enterprises was related to the lack of resources that they are experiencing. In relation to their communication strategy, Interviewee I stated that they would like to produce much more content, however, they do not possess the needed resources. Interviewee D also emphasized on the fact that they do not create content themselves due to limited resources,

as well as an increased workload that the social enterprise is experiencing. That was also supported by the view of Interviewee G, who expressed his concern about not having the financial stability to develop an effective communication strategy. However, the participant expressed his positivity that in the near future the resources to develop the communication strategy further will be in place. Some of the participants (Interviewee L, Interviewee O, Interviewee A) also mentioned the fact that they are currently hiring or have recently hired a new Content Manager, who, they believe, will be able to increase the effectiveness of their social media strategy.

Another challenge that the social enterprises are facing is related to time resources. Due to the fact that the General Manager or sometimes the employees are also responsible for content creation, the participants stated that there is simply not enough time to both take care of the social media strategy and focus on the business. Interviewee I stated:

"[…] We have a chronicle lack of resource, right, so what this results in is that in some periods you don't have time to do everything that you have planned out to do in social media. […] We could do a lot more, but it's also a resource thing." (Interviewee I)

A similar opinion was voiced by Interviewee M, who stated that due to the fact that they are a small team, it is of high importance to be able to balance between the business and the social outreach, because "the time we do spend communicating that is also time away from developing new solutions." (Interviewee M).

Other challenges that the social enterprises face are related to communication matters such as content, engagement, and social media in general. Interviewee A said that it has become really hard to stand out and that "it's like an art […] to find out how to capture people's attention". The same opinion was shared by Interviewee J, who said that it is possible to sponsor the content that the social enterprise is disseminating, but it is still a challenge to stay relevant with the amount of content produced every day. In a similar manner, Interviewee G expressed his concern about the fact that they do not really manage to engage the community through social media and stated that when they post on social media they "mostly only get likes […] or people refer to other people, [it] is not that we get proper answers back, which is something for us to have at look and to see […] why people are not properly responding to anything." (Interviewee G).

Another communication challenge that a couple of the participants (Interviewee K and Interviewee M) from the social enterprises mentioned, is their inability and struggle to produce high quality content or find content, which can be directly related to the lack of resources they are experiencing. The findings in relation to the effectiveness of the social

enterprises' CSR communication strategy on social media showed that the majority of the participants could not evaluate the effectiveness itself.

The current results show that the participants consider the controlled media channels they utilize, and more specifically their own social media, as an effective tool for bringing traffic to their website, engaging the stakeholders in the social mission of the social enterprise, and effectively marketing their products. The participants expressed their opinion that social networking sites are effective, because they could disclose information about their projects and initiatives. This argument can be directly related to the classification of social media (Kaplan & Haenlein, 2010) and its effectiveness because platforms such as Facebook and Instagram contribute to showcasing the brand in a consistent manner.

As seen above, interaction has been emphasized by most of the participants as a factor that determines the effectiveness of their social media strategy. A few participants noted that interactive content contributes to establishing a dialogue, which in turn harnesses the effectiveness of their social media strategy. Thus, one can argue that this is concurrent with Kent and Taylor's (1998) suggestion that interactive content does play a role in effectively communicating to the stakeholders and building a relationship with them. An important point mentioned by some of the participants was that the content should be directly related to the mission or social goal that the social enterprise is aiming for in order to attract the stakeholders to the business. This argument presents the idea that social media, in this case, appears to be an effective tool to communicate the brand story (Kesavan et al., 2013; Kent & Taylor, 2016). Furthermore, although not expressed by the majority of the participants, the idea of providing the stakeholders with content related to the product and how it benefited the community is an important factor for determining the effectiveness of the social media strategy and building a relationship with the community. This showcases that the social enterprises understand that in order for their communication to be effective, they need to provide the stakeholders with transparent information and a message that provides insights into the impact (Kim & Ferguson, 2014) that the social enterprise has made.

In conclusion, despite the fact that the social enterprises did mention a few factors that could determine the effectiveness of their social media strategy, they were very brief on the topic. That could be due to the fact that during the conversations, the participants expressed their concern in relation to the lack of resources, which in turn restricts them from being able to objectively reflect on the effectiveness of their social media strategy. The challenges that they face in terms of money and time investment into their social media strategy appeared to be a big obstacle. Thus, it would be useful to explore the factors that determine the effectiveness of the social enterprises' social media strategy in relation to

communicating CSR at a point, when their operations have evolved in stability and such challenges have been eliminated.

4.6 Conceptual Model

In order to provide a clear overview of the results discussed above, this section presents a conceptual model outlining the key findings of the current research on how social enterprises determine their social media strategy in relation to CSR. The framework is designed to portray the two major areas that were addressed in this study, which in turn allows for the clearer depiction of the interrelation between the concepts that emerged from the data.

The conceptual model, as outlined in Figure 4.6, first of all, depicts the exploration of the notion of CSR, which, as discussed, has been a crucial element to be examined within the social enterprise sector as it builds on the current literature in regard to CSR conceptualization. Thus, this dimension includes the components of CSR in relation to the conventional view of the concept and the responsibility that businesses have towards the society, beyond being merely profit-oriented, as well as directs towards the delegitimizing of the concept through it being portrayed as an add-on to the business practices. The second element of this dimension pertains to the notion of corporate citizenship, further explained by the business-society alignment, as well as the idea of value creation related to the obligations that businesses have towards the society. Furthermore, despite the fact that the notion of CSR has been, at first, delegitimized through its relation to the corporate world, a crucial finding of this study revealed that CSR, on the other side, has been considered as being at the core of the business identity of the social enterprises. In the context of this research, this provided a stable basis for exploring the main subject of this study, namely the social enterprises' CSR communication on social media.

Subsequently, the second dimension of the conceptual model portrays the key findings related to CSR communication and reveals that in the alignment of their identity and social media communication, the social enterprises identify the message and the style as crucial factors within their communication to the stakeholders. Furthermore, in exploring what factors the social enterprises consider important for adopting social media, visibility and interactivity proved to be vital for both creating awareness of the social enterprises' socially responsible practices, as well as for reaching and engaging with the stakeholders. Thus, the idea of visibility can be clearly connected to the information transfer, or in other words the information strategy that the social enterprises employ when communicating to their stakeholders. In relation to this strategy, it became evident that the social enterprises engage in a systematic dissemination of content, which is identified by its relevance to the

stakeholders, as well as reveals the identity of the organization and exposes the impact that the social enterprises contribute to through storytelling. Interactivity, on the other hand reveals the importance of engaging the stakeholders in a conversation, which is linked to the attempts of the social enterprises to get involved in a dialogue with their community through an involvement strategy. However, based on the results, pro-active dialogue related to the CSR efforts of the social enterprises revealed to be scarce, which directs towards the reflective nature of the conversation currently taking place between the social enterprises and their stakeholders.

In conclusion, due to the challenges that the social enterprises currently face in terms of resource limitations, this research succeeded in only mapping a few factors that were considered to determine the effectiveness of the CSR communication on social media within the social enterprise sector. Therefore, further research is needed in order to provide a clear overview of these factors.

Figure 4.6. Conceptual Model representing the key results of the research
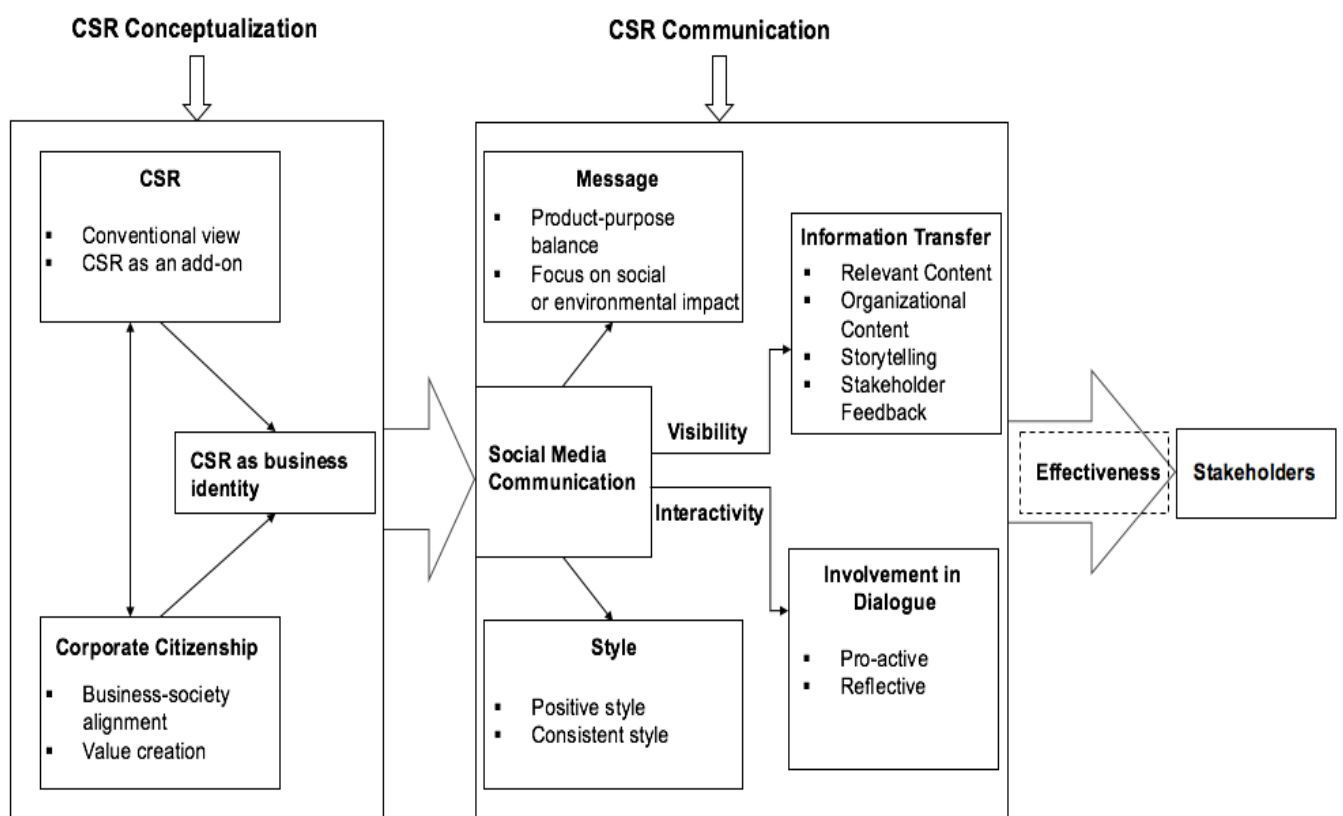
5. Discussion

The current research was concerned with exploring how social enterprises determine their social media strategy in communicating about their socially responsible operations. With a focus on analyzing how CSR is perceived within the social enterprises, how do they align their identity with the social media strategy, what factors do they consider relevant for utilizing social media in their communication, which social media strategy they employ, and what determines its effectiveness, a discussion on the theoretical and managerial implications follows. All implications are made in regard to the social enterprise sector, within which the study was conducted, taking into account that, as stated before, the social enterprise sector faces similar challenges to those of big corporations. Due to lack of literature related to social media strategies and CSR communication within the social enterprises, this study adds value to the sector and calls for further exploration of the topics that are the subject matter in the present study.

5.1 Theoretical Implications

In the recurring debate in regard to CSR and the value of social media communication in CSR, it is imperative for future research to continue exploring these topics and provide insights into the emerging trends in diverse business sectors. With people expecting companies to act in a socially responsible manner and objectively communicating on their efforts, it is imperative to continue updating the knowledge, as well as further exploring the social enterprise sector as the new way of doing business.

Firstly, this study adds value to existing research concerning what does CSR mean within the business sector. The current research reveals that the debate on what CSR conveys continues across sectors and calls for re-thinking of the role of profit within the CSR framework. In the case of big corporations, CSR continues to be perceived as another marketing and public relations spin, rather than being seen as a truly desirable action to a positive change. Hence, this research adds significant value and suggests re-thinking of the studies coined by Carroll (1991). In this context, the current research confirms other perspectives held by Matten et al. (2003), who consider that CSR has become a notion merely serving the business, as well as Tracey et al. (2005), Porter and Kramer (2006), Jenkins (2009), and Jones et al. (2009), who express the idea of CSR as being a limited concept. The opposite idea, however, has been considered to appear in the social enterprise sector, where CSR is encoded in the core of their operations. Through exploring what CSR constitutes within the social enterprise sector, this research contributes to further extending the notion of shared value coined by Porter and Kramer (2006), who state that social enterprises are the true product of the idea of shared value. The current study also provides

insights into the concept of corporate citizenship as perceived by the social enterprises and directs towards the business-society alignment encoded within the concept (Matten et al., 2003).

Secondly, and building on the notion of CSR, this research adds value to existing CSR communication theories established by Kim and Ferguson (2014) and Kent and Taylor (1998), in relation to establishing an effective CSR communication and further adding to stakeholder theory. Taking into consideration the guidelines on establishing effective CSR communication, this study also contributes to setting the basis for exploring further factors that might have an effect on the communication of the social enterprises such as their strategic intent, or in other words their identity, as well as their method of using storytelling in disseminating information. The research also reveals that even though the social enterprises might be perceived as credible in their CSR actions, they still consider it inevitable to communicate about the impact they have been making. This provides guidelines for further exploration of theories coined by Morsing and Schultz (2006). In this relation, the current findings also contradict the idea supported by scholars that the response strategy is the one mostly used by businesses in their communication (Morsing & Schultz, 2006). Rather, the information strategy, as well as the initiation of an involvement strategy appeared as the most prominent within the social enterprise sector. This indicates that the notion of CSR communication strategies can be further developed and expanded by exploring the communication patterns within different business sectors in a similar manner to the current research, which focuses on the social enterprise sector, rather than the corporate world.

Thirdly, the current study establishes the notion of social media as an inevitable part of the CSR communication of the social enterprises. It provides further confirmation to the factors considered important in employing social media that have been explored by Odoom et al. (2017). However, the current study calls for further exploration in the meaning of cost-effectiveness, as this prerequisite appears to be less important when it comes to the social enterprise sector.

In conclusion, this paper allows for further questions to be raised in relation to the legitimacy of CSR within large corporations, as well as the notions of CSR and corporate citizenship in the social enterprise sector. Scholars should further explore these concepts with a more critical view and with caution of how these terminology is understood within different business sectors. The current research also initiates the further exploration of the social media strategies in CSR communication within the social enterprise sector and closes with the believe that scholars will further explore the potential of the social enterprise sector and unravel the current challenges in relation to CSR communication.

5.2 Managerial Implications

Stemming from the current research, several practical implications can be drawn in relation to the CSR communication strategies on social media concerning the social enterprise sector. Since it remains vital for the social enterprises to continue their socially responsible operations, it is of crucial importance for them to be able to effectively communicate, as well as to continue building their community in order to scale their operations and contribute to a larger social and environmental impact. The following lines elaborate on the practical and managerial implications that can serve the social enterprise sector, as well as be a reflection point for bigger corporations and their CSR communication.

Firstly, it is important to consider the efforts that social enterprises are putting in building the community and communicating about their socially responsible practices at large. In order to be able to continue with disseminating a positive impact, social enterprises need a stable communication strategy that can elevate these efforts. Thus, it is important for communication managers within the social enterprises to consider putting more attention to the successful establishment of a dialogue with the community, compared to merely disseminating information, communicating their story, or the impact they are making. Social enterprises should keep in mind the fact that social media offers a vast array of opportunities when it comes to the establishment of a conversation or the formation of a community. In order to take full advantage of these opportunities, communication managers should put more time and resources in developing their social media strategies in communicating about CSR.

Furthermore, in order to be able to assess the actual impact they are contributing to and the effectiveness of their communication, it is inevitable for the social enterprises to consider exploring more in-depth the insights that they have been provided with on social media or through the utilization of other tools and methods. That will help further their communication with the community and target down to the so much needed people for scaling the social and environmental impact. It can also be recommended that the social enterprises should find the most suitable channel to communicate through and also further understand if the balance between communicating their purpose and product in their CSR-related message brings the expected results. Given the fact that some social enterprises already have started reflecting in a more extensive manner on the establishment of a dialogue and the benefits that can yield, it is important for other managers to also explore the possibilities available for them.

Lastly, it is important to refer once again to the idea that the social enterprise sector faces the same challenges large corporations do. In this context and following the findings of

this research, as well as taking into account the existing literature on CSR and CSR communication, it is crucial to suggest that large corporations communicate more on the impact that their socially responsible initiatives have produced, rely less on promotional messaging, and consider engaging the community further by establishing effective dialogues, in order for them to be considered as credible, transparent, and truthful in their CSR efforts.

6. Conclusion

To further expand on the academic knowledge that is available on corporate social responsibility (CSR) and CSR communication on social media, the current research was concerned with exploring these concepts within the social enterprise sector. In order to examine the subject matter, a main research question was formulated, which asked how social enterprises determine their social media strategy in respect to communicating CSR. To answer this question, a qualitative approach in the form of in-depth interviews with experts from the social enterprises was employed. For these semi-structured interviews, a purposive sample of the social enterprises in the Netherlands was chosen, in which one or a couple of participants from each social enterprise took part in the research.

The research provided an opportunity to further untangle the debate surrounding the notion of CSR, and suggested a further exploration of the concept within the social enterprise sector, as well as other business units. The current research has found that there still exists a major discrepancy between the general understanding of the notion of CSR and its relation to the operations of companies within the corporate world and the connotations it holds within the social enterprise sector. First of all, the data of this research has implied that the concept of CSR has been generally delegitimized in accordance to previous theories that portray CSR existing at the periphery of the business core operations, while at the same time, has shown the discrepancy between frameworks such as Carroll's CSR pyramid (1991) and the reality through further suggestions for re-thinking of the role of profit within the CSR business case. On the other side, a major finding from this research revealed that, in the case of the social enterprises, CSR has been legitimized through the social enterprises' operations and has been considered to expose their true identity. This implies a shift in the overall perception towards the social enterprise sector and its relation to the concept of CSR. It appears that social enterprises, in relation to their operations, mark the transition from the conventional view on CSR towards a view of corporate social responsibility as a business-society alignment and shared responsibility. Also, the notion of corporate citizenship, closely related to CSR, has been perceived more positively by the majority of the participants, however, appeared as a challenge to be distinguished from the concept of CSR. This implies the need for further clarification in CSR terminology, however, this might be the case pertaining to the current research, and might not be generally applicable.

Taking into account the current research, it can be argued that it added value to CSR communication theories in the social media space, as it gave a novel perspective on the use of social media and CSR communication in the social enterprise sector and thereby provided further guidelines and space for these theories to be developed and expanded.

Following the results of this research, a conclusion can be made that social enterprises determine their social media strategy based on its close alignment with their identity, which is related to CSR, as well as based on the fact that they can communicate their purpose and impact, create awareness, and engage with their stakeholders through social media. It was further revealed that the social enterprises are primarily reliant and focus on disseminating information and engaging in a rather one-way communication through employing an information strategy, when communicating to their stakeholders. This might be a sign that the social enterprises consider communicating their purpose and identity as an indivisible part of the success of their socially responsible efforts as the stakeholders appear as a crucial figure for furthering the impact of the operations of the social enterprises. At the same time, attempts to establish dialogue with the stakeholders revealed to be present on a more product-level, rather than in relation to the purpose of the social enterprises. This implies the still lacking consistency in and systematic presence of dialogue on a CSR level with the stakeholders within the social enterprise sector.

The lack of resources within the social enterprise sector revealed to be problematic for establishing the effectiveness of their social media strategy in CSR communication in general. This means that further exploration of the social media strategies in CSR communication within the social enterprise sector should be undertaken as this research suggests that these social media strategies are still in their development stage. Thus, in order to better understand the social enterprise sector in relation to their marketing and communication strategies, further exploration and theoretical research is needed.

6.1 Limitation of the study

This research has been conducted with the aim to explore how social enterprises determine their social media strategy with respect to communicating about their socially responsible practices. The research aimed at gaining an in-depth understanding of the view of the communication experts within the social enterprises in regards to their perception on CSR, the main factors they considered for utilizing a social media strategy, what is exactly the CSR communication strategy online, as well as exploring the effectiveness of the strategy and how this is related to the core operations of the social enterprise. One of the main limitations of the research was the limited scope of participants within each social enterprise. A purposive sample was taken from the social enterprise sector within the Netherlands, where the social enterprises represented a diverse array of operations. However, due to the small size of the social enterprises and their limited resources in terms of time and workforce, the researcher had the opportunity to only interview one or maximum two participants from each social enterprise. Although the answers gathered constituted an

interesting research and provided the researcher with an in-depth understanding of the subject matter, the current results cannot be generalized.

In addition, due to the time constraint, the researcher did not have the opportunity to get in contact with, for example, already highly established social enterprises, which in turn might have affected the results. For instance, when talking about effectiveness of the social media strategy, it was challenging to understand the views of the participants, as they did not have that much insights into the subject. That was due to the fact that some of the social enterprises were still in their development stage and lacked the resources, which if present could have contributed to delving deeper in the measuring or establishing the determinants of the effectiveness of their social media strategy.

Another limitation was the fact that some of the interviews were conducted over Skype, which, in some cases contributed to disturbances in the conversation.

In conclusion, the fact that the social enterprises are still in the stage of building their reputation might have also affected their answers in a way that they try to provide a correct answer to the questions. Despite the fact that they were ensured that their participation is voluntary and they can remain anonymous, sometimes the participants still asked the researcher if the answer that they gave was correct. However, in such situations the researcher acted with caution and left the participants the opportunity to freely speak on the diverse topics. Despite the current limitations, this research provides valuable insights that can be a guidance for future research in relation to the topic.

6.2 Possibilities for future research

Many of the future recommendations are suggested with the aim of improving the current research or extending on the current findings.

Building on the main findings of this research related to the CSR communication strategies on social media in the sector of social enterprises, it is suggested that future research further explores in detail what these strategies constitute in the social enterprise sector. Furthermore, it would be essential for future research to dive deeper into the determinants of such CSR communication on social media, not only in the social enterprise sector, but also in further business practices. The current research touches only upon the social enterprise sector, but it might be of interest to explore the differences that exist between this sector and large corporations, or even non-profit organizations, which might result in initiating a comparative study. The goal could be to provide a clearer framework to the communication strategies in CSR, as well as further guidelines to communication managers into how to overcome the current challenges they face in communicating with the

stakeholders, as well as in the whole construction of an effective CSR communication strategy in the online space.

Another recommendation is to explore the effectiveness of the social media strategies in CSR communication within the social enterprise sector from the perspective of the stakeholders in order to establish further insight into the determinants of the effectiveness of such a strategy. Researching this topic will provide valuable knowledge on CSR communication and serve for the extension of the strategy spectrum currently available.

In addition, as suggested earlier, it is of crucial importance to further investigate CSR conceptualization theories, not only within the corporate world, but also within the social enterprise sector, in order to understand what exactly CSR constitutes within these entities. A good idea would be to compare the CSR structures of the social enterprises and these of the conventional companies in order to account for a clearer distinction in terminology. This will contribute to enhancing the knowledge on CSR and to further untangling the current debate on the CSR business case. Most importantly, future research should investigate the role of profit in diverse CSR frameworks in order for the notion to be perceived in a more positive manner.

In conclusion, this research provided a critical view on the concepts of CSR and CSR communication on social media and thus suggests that future research in the social enterprise sector should be taken into serious consideration.

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8. Appendices

Appendix A - Measuring Instrument – Interview Guide

Introduction

Good morning/afternoon,

My name is Simona Angelova and I am a Master's student in Media & Business at Erasmus University Rotterdam. I have worked in a number of international companies within the field of media and corporate communications, and I have been involved in several projects related to the community and social responsibility practices. In order to finalize my studies, I currently have to write my Master Thesis. The purpose of my Master Thesis if to explore how social enterprises determine their social media strategy when communicating about their socially responsible practices to their stakeholders and how is this related to the company's purpose and values. This research will be conducted through adopting a qualitative approach in the form of in-depth interviews with experts in the field of communications, marketing and operations within diverse set of social enterprises.

This is the reason I have invited you to participate in this novel research and meet me today. I would like to thank you for accepting my invitation to be interviewed for the purpose of this research. Your input will highly contribute to a better understanding of what determines an effective social media strategy within the social enterprise sector.

The following information is in regard to your rights as an interviewee. The interview will take approximately 45 to 60 minutes. Your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time. You also have the right to choose if you would like to give answers to particular questions. If you prefer, you can also decide on whether or not you want your name or identity to be revealed in the research as quotes and examples will be used as part of the results of this research. If you would like your identity to be protected, please let me know now.

In regard to the interview, it will be a semi-structured, in-depth interview, or in other words, it will take the form of a conversation about the company. I have prepared some questions that can guide us in our conversation, but please feel free to ask questions and provide any additional information that seems relevant to you. The topics we will be focusing on today are corporate social responsibility, social media and communication, and your views and understandings on these topics, as well as the practices within this social enterprise. I am glad to be having this conversation today with you and I am excited to hear everything you can tell me.

Before we start, do you have any questions? I would also like to ask you if you agree on me recording our conversation?

Thank you very much. I will now start recording.

Light start:
- Could you please introduce yourself by stating your name, age and what your profession is?
- Could you describe in detail what exactly is your occupation in the company?
- How long have you been working here?
- Can you tell me what is of high importance to you when it comes to successfully doing your job?

Mission, Vision, and Values of the Social Enterprise
- Can you explain to me what is the company doing?
- Could you explain in your own words what the term "social enterprise" means?
- Could you briefly explain to me the history of the company?
    - What are the vision and mission of the company?
    - What do they mean to you?
- What would you say is the purpose of your social enterprise?
    - Do you consider what the company does to be a philanthropic activity?
        - Why? / Why not?
- What would you say are the objectives/goals of the company?
    - What do these objectives/goals entail?
    - Why are they important?
    - How do you make sure you reach these objectives/goals?
    - How do you know you achieved your objectives/goals?
    - Whose interests do you think are best represented in this objective?
    - How do you think is this related to the stakeholders you are serving or to the society?

- Could you please explain to me what are the values of your social enterprise?
    - What do they mean for the society?
    - Why are they important?
    - What do they mean for the organization?

CSR
- Are you familiar with the term 'corporate social responsibility'?

- When you think about it what do you think it conveys?
- What does it particularly mean to you?
- Do you think people within this social enterprise are also aware of this term?
- Do you know how they understand it?
- In this respect, how do you think is CSR understood within the company?
- How would you describe the relationship between this term and what your company is doing?
- How important is CSR to the company?
- Why is it important?
- How do you address the idea of corporate social responsibility within and outside of the social enterprise?

Corporate Citizenship, Shared Value/Competitive Advantage

- Are you familiar with the term "corporate citizenship" in relation to the business sector?
  - What is your understanding / vision of this term?
    - What do you think this term entails? Could you explain it with your own words?
    - How important is it for you?
    - How important do you think is the idea of the stakeholders to refer to you as a 'good corporate citizen'?
    - In your opinion, what role might this term play in the relationship between your social enterprise and the society?
    - What do you think is of crucial importance in order for a business to qualify as a good corporate citizen?
  - How do you think is this term related to what the company is doing?
    - In your opinion, why would this be important?
    - How do you address the idea of corporate citizenship within your social enterprise?
    - Do you think that your social enterprise is acting as a good citizen?
    - How do you implement this idea in the operations of your social enterprise?
    - Could you give me some examples from your business practices that you consider relevant to the good corporate citizen idea?

  - What differentiates you from the other social enterprises or from the big corporations?

- o How are these things related to your community?
  - ▪ In what way do you think this might be important to the community?
  - ▪ In what way do you think this is important for the company?
- Can you give me an example when you were proud of what the social enterprise achieved?
  - o Was this result what you expected in relation to what you just told me?

Social Media and CSR Communication:
- Can you please explain to me how does the communication to the stakeholders work within this social enterprise?
  - o Do you feel that you have a strong relationship with your stakeholders?
  - o Why do you think it is/not strong?
  - o How important is this to you?
  - o Can you imagine a situation in which you communicated to the stakeholder and describe it to me?
- How do you usually communicate about your initiative?
  - o Could you give me a more specific example?
  - o Do you feel this is effective?
  - o In what way is this effective?
  - o What kind of results does this communication bring?
  - o What do you think is the best way to communicate your purpose?
  - o Why is this important?
- How do you think the new advances in technology, and more specifically the social media space, contribute to communicating about this social enterprise?
  - o Why is this important to you?
- What factors do you consider relevant in relation to using social media?
  - o How important do you consider social media to your business?
  - o How do you think is social media related to informing the world about your social enterprise?
  - o How do you think is this related to the objectives and purpose of your business?
  - o How important do you think is your presence on social media to the community?
  - o What do you think they value the most in regard to your communication? Can you provide me with an example?
- Do you consider that you successfully manage to establish a dialogue with the stakeholders on social media?

- o How does exactly this communication on social media take place?
  - o Can you give me an example of one such situation?
- What kind of information do you communicate?
  - o How do you decide what to communicate? Can you give me an example?
  - o In what way do the stakeholders engage with this information?
  - o Can you give me an example of how do your stakeholders engage with the information you are giving?
  - o Have you received some feedback in regard to the information you disseminate? If yes, what was it exactly?
    - ▪ How important is this to your social enterprise?
  - o Do the stakeholders communicate to you directly?
    - ▪ Can you give me an example?
- What kind of content do you emphasize on in your communication?
  - o Why is this important?
  - o Could you give me an example?
- What channels of communication do you use?
  - o Why do you think these channels suit best your purpose?
- What do you consider works well in your communication with the stakeholders?
  - o What do you think can be better?

Light Ending
- What do you value the most in relation to your social enterprise?
- Do you feel like there is something that needs to be changed in terms of communication or operations within the social enterprise?
  - o Are there any recommendations that you can make towards other social enterprises operating in your sector?
- Do you have something you would like to add or any questions?

I would like to thank you very much for your cooperation and thorough answers. I appreciate that you took the time for this interview. Please feel free to contact me if you have any further questions. You can find my contact details on the consent form you signed (Appendix B).

Appendix B – Informed Consent Form

CONSENT REQUEST FOR PARTICIPATING IN RESEARCH

FOR QUESTIONS ABOUT THE STUDY, CONTACT:
Simona Angelova
Weteringstraat 329, 3061PP Rotterdam
simonkaangelova@gmail.com
+359 886 717 906

DESCRIPTION
You are invited to participate in a research about social media and corporate social responsibility (CSR) communication within social enterprises, and your views on the subject matter. The purpose of the study is to understand how social enterprises determine their social media strategy when communicating about their socially responsible product and how is this related to the company's values and purpose.

Your acceptance to participate in this study means that you accept to be interviewed. In general terms, the questions of the interview will be related to what your ideas about CSR are, how you see the values and vision of the social enterprise, and how you utilize social media in your everyday practices.

Unless you prefer that no recordings are made, I will use my iPhone as an audio recorder for the interview.

You are always free not to answer any particular question, and/or stop participating at any point.

RISKS AND BENEFITS
As far as I can tell, there are no risks associated with participating in this research. Yet, you are free to decide whether I should use your name or other identifying information such as position, gender, social status, or age in the study. If you prefer, I will make sure that you cannot be identified, by taking measures such as using a pseudonym.

I will use the material from the interviews and my observation exclusively for academic work, such as further research, academic meetings and publications.

TIME INVOLVEMENT
Your participation in this study will take 45 minutes. You may interrupt your participation at any time.

PAYMENTS
There will be no monetary compensation for your participation.

PARTICIPANTS' RIGHTS
If you have decided to accept to participate in this project, please understand your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty. You have the right to refuse to answer particular questions. If you prefer, your identity will be made known in all written data resulting from the study. Otherwise, your individual privacy will be maintained in all published and written data resulting from the study.

CONTACTS AND QUESTIONS
If you have questions about your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact –anonymously, if you wish— Dr. Erik Hitters

of the Erasmus School of History, Culture and Communication, at 010 408 2503, or at hitters@eshcc.eur.nl.

SIGNING THE CONSENT FORM
If you sign this consent form, your signature will be the only documentation of your identity. Thus, you DO NOT NEED to sign this form. In order to minimize risks and protect your identity, you may prefer to consent orally. Your oral consent is sufficient.

Name   Signature   Date
 I give consent to be audiotaped during this study:

I prefer my identity to be revealed in all written data resulting from this study

Name   Signature   Date

This copy of the consent form is for you to keep.