

CSR Communication during the COVID-19 pandemic

A study on CSR posts of global airline companies on Instagram during the
COVID-19 pandemic

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ABSTRACT

The COVID-19 pandemic has changed every normality in people's lives all over the world. The economies have collapsed, people have lost their jobs, and social distance and losing loved ones have affected people's mental health. In a crisis like this pandemic, governments, authorities, societies, and institutions should unite to help one another in order to pull through. Likewise, it is vital for companies to act socially responsible to overcome the challenges that COVID-19 has caused. Communicating the corporate social responsibility (CSR) initiatives have also a major importance to be able to develop a trustworthy relationship with stakeholders. Starting from this point of view, this research aims to investigate how global airline companies communicate their CSR initiatives during the COVID-19 pandemic. The study focuses on the airline companies because the aviation industry is one of the businesses affected negatively the most by the COVID-19. Qualitative content analysis is performed to be able to examine 187 CSR posts in total from three global airline companies. The analysis of data from each company is compared to one another to spotlight any differences. The general findings of the research illustrate that the percentage of CSR posts of Delta and Lufthansa is higher than China Southern, meaning that the latter did not emphasize its CSR practices as much as the other two companies during the pandemic. While all the companies employ both explicit and implicit types of CSR with both best in and best for CSR communication strategies, the preferences differ depending on the company. Delta and China Southern mostly employ explicit CSR whereas Lufthansa mostly engages in the implicit type of CSR. Moreover, Lufthansa and China Southern mostly establish best in strategies whereas Delta mostly exhibits best for strategies. Finally, regarding themes of CSR efforts communicated through Instagram posts, this study concludes that all three of the companies mostly focused on ethical and philanthropic responsibilities during the pandemic. Delta clearly puts a spot on societal issues such as cultural diversity, racism, and gender equality. Lufthansa emphasizes its voluntary actions to bring people home, maintain the global supply chain, and fundraise. Lastly, China Southern focuses on health measures taken due to the COVID-19, sustainability, and some voluntary services to meet society's needs during the pandemic.

KEYWORDS: *corporate social responsibilities (CSR), CSR communication, stakeholder theory, aviation industry, the COVID-19 pandemic*

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1. INTRODUCTION

Modern society demands from organizations much more than well-functioned products or good quality of service (Stigson, 2002). It is expected from organizations to support society by taking several actions about social, political, economic, and environmental issues. As a result, the idea of corporate social responsibility (CSR) has emerged as a commitment that businesses have towards society through initiatives that have a positive effect (Steiner & Steiner 2009) and now has become an indispensable priority of businesses. They are now under the pressure of creating a positive impact on the environment and society, and meeting their needs and demands instead of only focusing on profit (Carroll, 2015). Employing socially responsible actions alone is not enough for the organizations. After integrating CSR with their business practices, the next objective for organizations is to communicate their CSR initiatives. This has occurred as a result of stakeholders' requests for detailed information on the business activities of organizations and their impacts on the welfare of society and the environment (Crane et al. 2008; Mahmud et al., 2021). Since stakeholder satisfaction is one of the significant elements of CSR, businesses are encouraged to share their CSR practices through transparent communication to improve their relationship with stakeholders, and illustrate themselves as good corporate citizens, i.e., engaging in practices that amend the society (Coombs & Holladay, 2011; Mahmud et al., 2021).

Since it was first reported in Wuhan, China, the COVID-19 (coronavirus) pandemic has been affecting every living being in the world. It has also hit the economy by damaging major sectors of society such as the military, education, stock markets, public and private institutions, and businesses (Carroll, 2021). As of today (May 26, 2022), more than five hundred million people have been diagnosed with coronavirus, and more than six million people have lost their lives (WHO, 2022). Because of the lockdowns and social restrictions executed by the authorities, psychological problems such as fear of being unemployed and losing loved ones, and feeling of loneliness have increased during the pandemic (García-Sánchez & García-Sánchez, 2020). The economic, health, and social outcomes of the coronavirus demonstrate the need for teamwork among all agents to tackle the challenges that most have never experienced before. During natural crises like the COVID-19 pandemic, societies work together to get over their feelings of fear and uncertainty; so should businesses (Mahmud et. al, 2021). Businesses can employ various CSR initiatives to support their communities, especially the vulnerable groups as well as

employees and customers. CSR efforts during the COVID-19 pandemic help organizations not only boost the social welfare of the society but also improve their financial performance (Bapuji et al., 2020; Guan et al., 2020; Guerriero et al., 2020; Kucharska & Kowalczyk, 2019).

The studies centered on CSR during the current pandemic have grown in a short span of time (Mattara et al., 2021 as cited in Ramya & Baral, 2021). In research focusing on Instagram posts to study CSR initiatives of football clubs, scholars argue that organizations missed the chance to strengthen their brand image through CSR communication via social media (López-Carril & Anagnostopoulos, 2020). Additionally, rather than employing ethical and philanthropy responsibilities, these organizations mostly have centered their CSR efforts on making profits. Nevertheless, in their study examining CSR initiatives through newsletters and press releases of top global companies, Mahmud et al. (2021) found that most of these companies shared their concerns about health workers, they tried their best to support people in need, and they made sure supplying the sources to their customers while assuring their employees' health safety. Likewise, in their research conducted on large Spanish companies, scholars have concluded that several firms have shown allegiance to society with their CSR strategies, including their shareholders and investors to eliminate the negative effects of COVID-19 (García-Sánchez & García-Sánchez, 2020).

One of the industries affected the most by the COVID-19 pandemic is the aviation industry (OECD, 2020). Especially due to the lockdowns and travel restrictions implemented by the authorities all over the world, airline companies could not schedule flights for weeks and thus experienced economic loss. On the other hand, these firms were the ultimate solutions to retaining the global supply chain including humanitarian and medical goods. Therefore, it is interesting to search for CSR efforts of airline companies during this kind of critical period. Even though some scholars have studied CSR initiatives in the airline industry (Kang et. al., 2021; Zhang; 2021; Zieba & Johansson, 2021), they have focused on the influence of CSR efforts on employees, and conducted cross-cultural studies on CSR and sustainability reporting. Social media is a vital component in communicating CSR efforts because it stimulates interactive communication between organizations and stakeholders. Yet, there is a lack of study that explores the ways airline companies communicate their CSR initiatives through social media, especially Instagram. In addition, most qualitative research focusing on social media does not extract data directly from the platforms; they mostly focus on interviews with social media users

(McKenna et al., 2017). Therefore, by focusing on this specific element, this study contributes to the literature by expanding the scope of research on CSR efforts shared on Instagram during the COVID-19 pandemic and the airline industry. Overall, we aim to answer the research question provided below.

RQ: *How do global airline companies communicate CSR initiatives during the COVID-19 pandemic on their Instagram accounts?*

In order to be able to answer the research question, this study examines CSR posts on the Instagram pages of three global airline companies, i.e., Delta, Lufthansa, and China Southern by means of qualitative content analysis. Since Instagram posts contain digital texts such as texts with images, videos, and sounds (Urquhart & Vaast, 2012), this methodology enables a systematic analysis of both texts and visual content at the same time. In addition, the CSR posts of each company are compared with the other two with the purpose of detecting differences, if there are any. As a result of the analysis, this research can identify which content type is preferred the most (e.g., image, video, or carousel), and communication strategies used in the CSR posts of the global companies, which CSR concepts are emphasized the most, and if there are any cultural differences regarding content among the CSR posts of each company.

With the purpose of providing deeper information on the research, this thesis is structured systematically in the following order. The second chapter explores the conceptualization of CSR and CSR communication frameworks in-depth by touching on the previous studies as well. The chapter introduces different definitions of CSR in the literature and emphasizes the importance of stakeholders in CSR initiatives and CSR communication. Furthermore, the chapter explores types of CSR efforts and the strategies of CSR communications providing examples from the literature.

The third chapter explains the methodology applied in this thesis to be able to answer the research question describing the relevance of conducting qualitative content analysis. Moreover, it demonstrates the data collection and data analysis processes comprehensively as well as discusses the reliability and the validity of the research.

Thereafter, the fourth chapter demonstrates the results of the analysis in two stages. Initially, it presents the general findings where the number of posts dedicated to CSR practices,

the volume of the CSR types and communication strategies, and the types of content preferred are explained in comparison to the CSR posts of all three companies. Then, with the help of the coding frame, the themes and sub-categories detected from the CSR posts are examined in detail by illustrating the examples from the data.

Finally, as a conclusion, the last chapters of this thesis provide an overview and summary of the research touching upon the important findings. Additionally, it exhibits the limitations in this thesis as well as proceeding recommendations for future studies in relation to CSR communication through social media during the COVID-19 pandemic and the aviation industry worldwide.

2. THEORETICAL FRAMEWORK

This chapter presents key theories and concepts that build a basis for this thesis. It firstly explains the conceptualization of CSR and focuses on how scholars have defined its characteristics. Then it goes deep into the theories and ideas centered on CSR to emphasize the importance of the relationship between the companies and stakeholders. Moreover, this chapter underlines the aim of CSR communication and its value for forming a trustworthy relationship with stakeholders by focusing on the social media platform Instagram and the aviation industry to illustrate the social relevance of the study. Lastly, it suggests that there is a lack of research in CSR communication literature centering on the aviation industry and the social media platform Instagram.

2.1 Conceptualization of CSR

With its long history tracing back to the 1950s, the definition and operationalization of CSR have been one of the debates among scholars (Bowen, 1953; Carroll, 1991; Matten & Moon, 2008, Van Marrewijk, 2003). Sheehy (2015) argues that there are mainly four complications preventing us from having a standard definition of CSR: businesses, academia, political philosophies, and governments. Because these four institutions have their own biases, and thus prioritize different aspects of CSR in their definition. Businesses are focusing on legitimacy, which refers to a general perception that organizations' actions are appropriate and desirable within some social norms, beliefs, and values (Suchman, 1995), by acting socially responsible while academia tries to classify organizational characteristics and analyze if these characteristics reflect CSR (Sheehy, 2015). Political participants employ CSR initiatives to position themselves in a politically and economically advanced situation such as making a profit. Finally, governments see CSR efforts as a way to fight social and environmental issues (Sheehy, 2015). Scholars have mostly defined CSR as efforts that go beyond any legal, technical, and economic requisiteness (Crane et al. 2008; Vogel, 2005). Coombs and Holladay (2011) emphasize that CSR initiatives need to occur through voluntary activities that are not required by law, and must be consistent with the businesses' mission. Furthermore, according to the European Commission, 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" (Commission of the European Communities, 2001, p. 6). In

this study, CSR is described as any contribution of businesses toward society and its internal and external stakeholders (Bowen, 1953; Palazzo & Richter, 2005). These contributions can include economic concerns that businesses have to protect their shareholders' and employees' rights (Jamali, 2008); environmental actions that organizations take to decrease the level of negative environmental outcomes of their business, e.g., energy-saving or recycling economy (Gao, 2011; Krasodomska, 2015); social contribution such as sportive activities, donations or vocational training to improve living conditions of the society; and actions on stakeholder relations that are about compliance, employee rights and working conditions, customer services, and stakeholder satisfaction (Gao, 2011; Jamali, 2008; Krasodomska, 2015; Lindgreen et al., 2010).

In 1991, Carroll has contributed to the literature by presenting his pyramid of corporate social responsibilities consisting of four dimensions: economic, legal, ethical, and philanthropic, which has been one of the most accepted models (Mohammed, 2020; Sheehy, 2015). These four responsibilities are explained by Hemphill (2004) respectively as follows: 'making a profit', 'obeying the law', 'being ethical' which means doing right and being just, and 'being a good citizen in its relationship with stakeholders'. Thereby, *economic responsibilities* can be explained as organizations' being profitable while they provide services that society needs. *Legal responsibility* requires that businesses meet societies' requirements and expectations in compliance with the law. It is important for firms to carry out their legal duties (Carroll, 1991). *Ethical responsibility* refers to acting in virtuously appropriate manners including respecting the new norms formed in the society is also significant whereas *philanthropic responsibilities* entail organizations amending society by going beyond the former three dimensions (Lee & Carroll, 2011). Carroll also refers to being "a good corporate citizen" to replace the term philanthropic (1991, p. 42). Corporate citizenship has been recognized by the philanthropic activities that businesses conduct for the sake of the community in which they are part for several years now (Mohammed, 2020). Apart from some regulations on employment practices and the environment, being a good corporate citizen is significant for organizations to reflect their values and visions (Gupta & Sharma, 2009). To be good corporate citizens, organizations need to actively employ some acts that are related to philanthropic responsibilities to encourage public welfare and meet their expectations (Carroll, 1991) and thereby be a part of the society (Crane et al., 2008). The ultimate aim for the businesses is to create a higher standard of living for the community in which they belong while preserving the profit for their stakeholders. Moreover,

good corporate citizens are rewarded by stakeholders such as consumers, employees, and shareholders while bad ones are punished (Du et al., 2010). Corporate citizenship has been popular since both individual customers and investors are looking for socially and environmentally responsible businesses (Mohammed, 2020).

Apart from Carroll's definition of the framework, there are important contributions to the literature from scholars. Chambers et al. (2003) proposed *3 waves* as a definition for CSR activities. These waves demonstrate the motivation behind CSR actions of the companies which are "community involvement", "socially responsible production processes", and "socially responsible employee relations" (p. 13). In addition, after realizing that the stakeholders wish companies to "go green", Elkington (2004) introduced his Triple Bottom Line (TBL) in which 3P represents *People, Planet, and Profit*. TBL mainly argues that if companies want to succeed in this century, they need to please these 3Ps rather than only profit. Since Carroll's first ideas of the CSR pyramid, consumers and organizations have employed different perspectives toward CSR initiatives where the economic aspects are no longer seen as primary reasons (Baden, 2016; Wang et al., 2016). Furthermore, Wood (1991) introduces three levels of CSR: *institutional level: legitimacy, organizational level: public responsibility, and individual level: managerial discretion*. The first level explains the relationship between businesses and the society where society provides legitimacy to businesses (David, 1973, as cited in Wood, 1991). Thus, society has a right to constitute power balances of institutions and delineate their legitimacy. Secondly, the organizational level entails that businesses account for the problems they cause due to their actions and activities that may affect society. For instance, a company which produces automobiles can be held responsible for the problems of air pollution or vehicle safety (Wood, 1991). Finally, the last level describes managers' role in an organization as being moral actors and executing the actions that are socially responsible (Carroll, 1979, as cited in Wood, 1991). This level focuses on human will and the opportunities the individual actors have within an organization to act responsibly.

According to Crane et al. (2008), there are six core characteristics of CSR that are mentioned primarily in different definitions from various institutions. First, CSR is conducted within *voluntary* activities with minimum requirements of the law (Coombs & Holladay, 2011). Secondly, organizations are *internalizing or managing externalities* through CSR efforts, e.g. using clean technologies to reduce pollution or decrease carbon emission. Thirdly, CSR

initiatives are carried out considering *multiple stakeholder orientation*, because organizations hold a responsibility against their stakeholders such as customers, employees, shareholders, and local communities. Moreover, some of the definitions of CSR from businesses suggest CSR's *alignment of social and economic responsibilities*, meaning that CSR efforts should not be in opposition to the profit of the company. Furthermore, CSR is not only about companies' business strategies but also is a way to present their *practices and values*. Lastly, organizations should go *beyond philanthropy* regarding their CSR initiatives, emphasizing that they need to internalize their CSR practices by integrating with their core business (Crane et al., 2008, pp. 5-7). The idea of CSR initiatives being consistent with the increase of revenue is covered under 'business case for CSR' in the literature that is presented in the next part.

2.1.1 Business Case for CSR

The business case for CSR tries to answer the question of why companies should engage in CSR initiatives in the first place (Mohammed, 2020). It has been argued that even though CSR has occurred to talk about problems that businesses have on society and act on them, making profits and improving the society at the same time have always been the core ideas of CSR activities in the minds of practitioners. Accordingly, it is easy to accept CSR's economic advantages for businesses if there is a piece of evidence that as CSR efforts amend organizations, society improves simultaneously (Mohammed, 2020). Therefore, it can be said that the business case for CSR was initiated to focus on the positive economic outcomes for the business (Carroll & Shabana, 2010). However, the research looking into the relationship between CSR initiatives and corporates' profit has not met the common ground (Margolis & Walsh, 2003; Orlitzky et al., 2003). CSR efforts help companies have a competitive advantage with cost and risk reduction (Gupta & Sharma, 2009; Vogel, 2005). Companies can accomplish their economic, environmental and social accountabilities through CSR initiatives while simultaneously grunting their stakeholders (Gupta & Sharma, 2009). In addition, companies distinguish themselves from their competitors with their CSR initiatives. This approach also goes in line with companies' broad differentiation strategies where companies engage in social and philanthropic initiatives related to their core values to gain stakeholders' competitive advantage (Mohammed, 2020). Furthermore, practicing CSR helps companies improve the brand image in the public eye (Asemah et al., 2013; Gupta & Sharma, 2009) and thus enhance their corporate reputation which

is a company's past activities and achievements that delineate its ability to produce valuable outcomes to many stakeholders (Pollach, 2015). Lastly, with CSR practices, companies can meet the stakeholders' demands while maintaining financial success, which is called a win-win perspective. Through this approach, they can create value for different stakeholders at the same time by forming new benefits for mutual gain which results in economic and social returns (Mohammed, 2020). Overall, Kurucz et al. (2008) divide these benefits of the business case of CSR into 4 different categories: *cost and risk reduction*, *competitive advantage*, *reputation and legitimacy*, and *synergetic value creation*. The consumer demands play an essential role in promoting CSR initiatives in the *reputation and legitimacy*, and *synergetic value creation* business cases compared to the former two.

2.2 Stakeholder Theory

As stated in the previous part of the chapter, stakeholders play a vital role for companies to define and execute their CSR initiatives. Hence, this study is closely related to stakeholder theory to demonstrate the motivations behind the CSR efforts of organizations. Stakeholder theory puts individuals or a group of people at the center when defining the CSR initiatives of an organization. General Electric Company categorized stakeholders as shareholders, employees, customers, and the public during the 1930s (Mohammed, 2020). In a broader sense, stakeholders can be defined as a group or individuals who can be affected by corporates' actions but also have an influence on their success (Crane et al. 2008; Freeman, 1984). Mainly, the stakeholders are listed as follows; shareholders, employees, and customers, as well as public stakeholder groups such as governments and communities that control the markets, of which the organizations must obey laws and obligations (Clarkson, 1995; Lorca & GarciaDiez, 2004). Donaldson and Preson (1995) indicate that the stakeholder theory focuses on the relationship between organizations and their stakeholders and public welfare as a whole. Therefore, stakeholder engagement is one of the key elements of CSR initiatives (Mohammed, 2020). It is critical for management to work for the benefit of their stakeholders for the sake of the organization's survival (Evan & Freeman, 1988) because stakeholders hold social and political power aside from their resources to the company (Crane et al., 2008). Thus, the pressure of the community can have an effect on an organization's CSR initiatives and business operations (Mahmud et al., 2021; Skouloudis et al., 2015).

Garriga and Mele (2014) examine stakeholder theory in two categories: *instrumental stakeholder theory* and *normative stakeholder theory*. While the former promotes profit for businesses and sees them as instruments to gain economic benefits by using CSR, the latter centralizes ethical responsibilities businesses have towards their stakeholders (Garriga & Mele, 2014). It can be seen from the previous studies that scholars have elaborated on stakeholder theory with different approaches; and one thing in common is that business leaders should take into account stakeholders when practicing CSR (Mohammed, 2020). There are certain tools that organizations can use for stakeholder management such as employee newsletters, public relations and community relations programs, and corporate social reporting focusing on how to communicate social responsibility efforts and how the stakeholders benefit from it (Wood, 1991). According to Kotler and Lee (2005), there are six strategies related to business' CSR initiatives to maintain stakeholder satisfaction: cause promotion (fundraising, sponsorships); cause-related marketing which refers to the donation of a part of the revenue (e.g., '1 pack 5 1 vaccine' campaign by Pampers and UNICEF); corporate social marketing whose goal is to change a certain behavior; corporate philanthropy, which involves philanthropic activities through donations; providing community volunteering; and socially responsible business practices, in which companies establish ethical business efforts (Kwon & Lee, 2021).

Stakeholders will continue to have an influence on organizations and working with them on common social issues will become strategic for organizations. Especially with the latest pandemic, shareholders, customers, and employees are becoming more demanding on increasing the quality of life of the society together. Concisely, with the explanations from conceptualization of CSR and stakeholder theory, this study suggests that organizations need to support their indispensable stakeholders such as employers, customers, local communities, and even the surrounding society further during the COVID-19 pandemic.

2.3 CSR Communication

CSR communication refers to the ways that companies talk about their social responsibility initiatives with their stakeholders to improve their relationships (Dawkins, 2004; Morsing et al., 2008). It can be presented through different channels, and thus can be described as "any communication efforts by a company to promote its CSR activities using any kind of publicly accessible communication tools such as advertising, annual reports, internet, social

media, and promotion events” (Kim, 2017, p. 3). Communication plays an important role because this is how stakeholders comprehend the CSR motives better, and thus it helps stimulate a trustworthy relationship with the organization (Du et al., 2010). In addition, by informing the stakeholders about CSR actions, companies can take competitive advantage and preserve legitimacy (Pollach, 2015). In contrast, some scholars argue that CSR communication is not always profitable for businesses because it may produce skepticism (Du et al., 2020; Lindgreen & Swaen, 2010; Schlegelmilch & Pollach, 2005). Some studies declare that customers believe that the companies that focus on CSR communication too much may hide some questionable activities (Brown & Dacin 1997, as cited in Morsing & Schultz, 2006). Stakeholders may want to see and hear more about the CSR efforts of the organizations; however, they may become suspicious when organizations aggressively put forward their CSR initiatives, at the same time (Du et al., 2010). A challenge related to the skepticism of the stakeholders regarding CSR communication for businesses may result in being accused of practicing ‘greenwashing’, which refers to the activities that the companies conduct to be seen as environmentally friendly (Mahoney et al., 2013). Similarly, other forms of inconsistency between talk and action of the companies can also be seen such as blue-washing, pink-washing, and window dressing (Elving & van Vuuren, 2011, as cited in Elving et al., 2015). For instance, Shell is listed as a sustainable company in two socially responsible investment indexes, DJSI and FTSE4Good, even though it has spilled an excessive amount of oil Niger Delta. Hence, a ranking or a certificate can be used as an instrument of manipulation when financial and some other types of achievement can be accomplished (Elving et al., 2015). Therefore, it is apprehensible if organizations follow a minimalist approach in regards to communicating their CSR efforts not to take public criticism (Morsing et al., 2008). Nevertheless, without denying the possibility of the use of manipulative CSR communication, it can be indicated that some forms of communication cannot be avoided because staying silent on CSR activities is also a means of communication (Ihlen et al., 2011).

To defeat all the challenges in CSR communication, the companies need to be aware of the fact that customers are more likely to approach in doubt when the companies talk about a social phenomenon (Du et al., 2010). Additionally, building CSR activities that are logically related to the business objectives of the company may help improve credibility (Menon & Kahn, 2003, as cited in Du et al., 2010). However, if it is not the case, the companies should emphasize the reason why they engage with the cause and their motivations behind it, their commitment to

the cause, and the relation between their business and the cause (Du et al., 2010). Furthermore, previous studies indicate that extensive promotion of CSR initiatives can also affect the stakeholders' perception of the credibility of CSR communication (Schlegelmilch & Pollach, 2005). Because when it is noticed that a company uses a good deal of its budget on promoting its CSR efforts, the true intentions behind these efforts are questioned (Du et al., 2010). Hence, the companies should acknowledge that transparency plays a vital role in CSR communication (Coombs & Holladay, 2011). Nevertheless, a study conducted by Kim (2017) found that even though having a promotional tone when communicating CSR initiatives is less efficient than being transparent, it is still more advantageous to have little communication since it helps organizations to create awareness of their CSR efforts, which may result in a positive reputation.

In the existing literature, there are functionalist and constructivist approaches in CSR communication (Golob et al., 2013). The functionalist approach encourages the use of promotional techniques for CSR communication to maintain a positive relationship between CSR efforts and business profit (Orlitzky et al., 2003). In other words, CSR communication occurs to support companies' reputations, and it is aimed to affect the stakeholders' perspective positively regarding CSR initiatives (Morsing & Schultz, 2006). Therefore, it can be argued that the functionalist approach is public relations and marketing-oriented in which businesses' CSR performances are measured from stakeholders' perspectives through their CSR communication strategies (Du et al., 2010). On the other hand, a constructivist understanding of CSR focuses on organizations' interactions and discussions on CSR initiatives with their stakeholders to meet on the common ground (Schultz & Wehmeier, 2010, as cited in Golob et al., 2013). Thus, CSR communication channels a holistic framework, with the importance of negotiation and dialogues.

Moreover, Morsing and Schultz (2006) demonstrate three primary strategies in line with stakeholder theory, which can be used when communicating with external stakeholders, e.g., customers, which are the *information*, *response*, and *involvement* strategies. Communication is only one-way in the information strategy compared to the other two strategies. The objective of the companies is to inform their stakeholders about their socially responsible intentions and activities via press releases, media news, brochures or magazines, etc. to gain their support (Morsing & Schultz, 2006). Regarding the response strategy, two-way asymmetric communication is used to get insights from stakeholders in order to frame or develop CSR initiatives. The organizations mostly use polls or market surveys to collect feedback from

stakeholders and see what they would expect from the company (Morsing & Schultz, 2006). The involvement strategy entails two-way symmetric communication, a dialogue, with the stakeholders. Both parties, the company and the stakeholders, may try to convince each other to change. Stakeholders need to be involved in the process of building, enhancing, and promoting CSR activities; therefore, organizations should actively and regularly engage with the stakeholders where both parties are involved in the dialogue (Morsing & Schultz, 2006). Through social media platforms such as Facebook, Twitter, and Instagram, stakeholders not only receive information and message content from the companies but can also engage in creating and evaluating CSR initiatives (Colleoni, 2013).

2.3.1 Social media and Instagram

Thanks to the advent of the internet, people have been able to connect with everyone from almost everywhere (Colleoni et al., 2011). Thereby, organizations have first started to have dialogues with their stakeholders through web blogs, and now social media has become a vital tool for marketing and public relations strategies where stakeholders can involve in developing content besides being passive receivers of information (Dellarocas, 2003; Kaplan & Haenlein, 2010; Saxton & Waters, 2014). Nowadays, organizations either communicate their CSR efforts unidirectional through their websites (Snider, et al., 2003 as cited in Witt & Redding, 2012), or they build a two-way communication on the internet through social networking platforms which allow them to create transparency and interactivity with their stakeholders (Golob & Podnar, 2011). Websites, blogs, and social media accounts of the companies are categorized as controlled published tools (Witt & Redding, 2012). Kaplan and Haenlein (2010) state that social media networking platforms are sorted as having ‘a high source of self-presentation and disclosure’, meaning organizations can communicate their CSR efforts as to how they would like to demonstrate.

Social networking platforms can be defined as “applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other” (Kaplan & Haenlein, 2010, p. 63). There is an increase in the number of companies that use social media in order to communicate their CSR efforts (Testarmata et al., 2018). This also leads to a big shift from *passive receivers* to *active senders* (Capriotti, 2017). With the internet, the traditional way of

CSR communication has also evolved into digital advertising, CSR reports, and press releases. Yet, this type of communication is unidirectional and information oriented (Capriotti, 2017). Social media has changed the rules where the audience is involved in discussing and challenging the CSR initiatives of companies (Tench & Jones, 2013). However, there are also some challenges for firms to use social media for CSR communication purposes. They need to be prepared for negative remarks on their CSR posts and respond to them efficiently to change stakeholders' perceptions in a positive way (Ali et al., 2015).

As being the fourth most used social media platform globally, Instagram has almost 1.22 billion users each month (McLachlan, 2022), and more than 200 million business accounts (Instagram, 2021). Herewith, it can be argued that Instagram is one of the tools for organizations to reach out to more audiences. Moreover, Instagram can be seen as a mixture of Facebook and Twitter in the sense that users can share posts using visuals and videos by writing relatively short captions with hashtags to be more visible. When framing corporate content, photographs play a vital role since the audience can simplify the complicated messages by relating the photo to reality (Garcia & Greenwood, 2015). Hence, the combination of a text and an image even increases the strength of the comprehension of the message, which results in enhancing the framing effects (Powell et al., 2015). There are three types of content on Instagram that users can benefit from: image, video, and carousel (i.e., a collection of images, videos, or both). Therefore, using Instagram, where digital texts need to be used to create content, to communicate CSR initiatives is advantageous for companies to convey their messages clearly.

In the studies examining the CSR advertisements of companies in the fashion industry in terms of sustainability, it is suggested that companies use different strategies to promote their CSR efforts by using visuals that emphasize environmentally friendly messages (Kwon & Lee 2021; Milanesi et al., 2022). In another study, authors conducted content analysis to discover the CSR actions of La Liga football teams during the COVID-19 pandemic through their Instagram posts, and they categorized them as philanthropic, sponsorship, and personnel engagement actions (López-Carril & Anagnostopoulos, 2020). Furthermore, Jiang and Park (2021) analyzed the effects of CSR appeals on customers' intention to purchase, where they observed a positive significant relationship between the two. Overall, despite some studies I have just indicated, when it comes to CSR communication of organizations, there is a lack of research on Instagram compared to other social media platforms such as Facebook and Twitter (Ling, 2019; Taylor &

Kent, 2014). The reason could be the fact that Instagram was established as the latest compared to other social media platforms. The platform was founded in 2010 and expanded fast with the acquisition by Facebook in 2012 (Rusli, 2012). Altogether, this study aims to contribute to the literature by examining Instagram posts of airline companies to analyze their CSR initiatives during the COVID-19 pandemic.

2.3.2 Culture

It has been found in the CSR literature that culture, usually indicated by country, can affect organizational approaches in framing their CSR strategy and its financial outcomes (Crane et al., 2008; Kim et al., 2018; Lee, 2020). Culture can be defined as “the collective programming of the mind distinguishing the members of one group or category of people from others” (Hofstede, 1991, p. 5). According to cultural dimensions theory, CSR initiatives of businesses and a society’s expectations can show differences depending on six dimensions: power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity, long-term vs. short-term orientation, and indulgence vs. restraint (Hofstede et al., 2010). Organizations take into account the fact that people’s perceptions of CSR efforts can vary depending on their culture, and develop their CSR communications strategies accordingly (Colleoni, et al., 2022). In their empirical study, Colleoni et al. (2022) investigated the effects of three cultural factors (power distance, uncertainty avoidance, and individualism vs. collectivism) on the memory skills of people regarding businesses’ CSR communication. They found that in collectivistic countries people more presumably recall CSR communication that focuses on the unity and values of the society (*best for* strategy). Whereas in individualistic countries, participants are more probably to remember CSR communication that spotlights the businesses’ role and power to supply some services and goods (*best in* strategy) in a time of a crisis (Colleoni et al., 2022). Moreover, respondents who remember a *best for* strategy with regard to CSR communication display higher levels of power distance, with a desire to see more control by the national government over decisions. On the other hand, respondents who remember a *best in* strategy in terms of CSR communication demonstrate higher levels of uncertainty avoidance, indicating a need for certainty in terms of rules and regulations (Colleoni et al., 2022). Furthermore, the study presented no cultural differences in terms of favorability of the CSR initiatives during COVID-19, which can be justified by the global context of the pandemic (Colleoni et al., 2022).

What is more, there can be seen a conflict between Anglo-American countries and Asian countries when it comes to CSR initiatives (Matten & Moon, 2008, as cited in Witt & Redding, 2012). While the former seems to employ an explicit type of CSR, where organizations communicate their policies and efforts related to CSR to their stakeholders, the latter engages in an implicit type of CSR efforts in which organizations most likely do not practice advertising and promoting strategies regarding CSR communication (Matten & Moon, 2008). *Explicit CSR* refers to voluntary initiatives of the organizations for societal issues (Matten & Moon, 2008). Since stakeholders do not always have the consciousness to realize CSR initiatives of a company by themselves, organizations need to form awareness with the use of explicit communication through digital media, advertising, and packaging (Schmeltz, 2012). Because companies can have positive reactions and increase their stakeholder engagement when stakeholders are well informed about the CSR efforts (Sen et al., 2006). On the other hand, *implicit CSR* addresses the norms and rules that organizations need to follow and carry out mandatory requirements (Matten & Moon, 2008). To be able to acquire positive reactions to the CSR efforts, implicit communication needs to be noticed by the stakeholders who are already engaged in the CSR efforts of the organization (Morsing et al., 2008). Thereby, those stakeholders can share the message with another stakeholder group so that the message can be seen as less skeptical compared to a message shared by the organization itself (Morsing et al., 2008). Overall, the notion of culture is one of the key essentials in this study to build a better analysis since it focuses on airline companies from different countries and cultures. Based on the earlier studies, this study suggests that there is a significant difference between CSR practices of Chinese and US companies when it comes to the impact of the regulations (Qu, 2007, as cited in Sheldon & Park, 2011) and the interpretation on CSR practices between US and European companies (Wildes, 2008, as cited in Sheldon & Park, 2011).

2.3.3 The COVID-19 pandemic

The COVID-19 pandemic has deeply affected all over the world, leading governments and organizations to give more attention to CSR initiatives (Bae et al., 2021). Businesses all over the globe have been improving their CSR strategies because of the public pressure to act more socially, environmentally, and politically responsible (Droppert & Bennett, 2015). Companies like Vodafone, Costa, and L'Oréal have enhanced employee rights and working conditions,

offered some free services to their customers, and helped their community to heal faster by providing hand sanitizer, masks, and essential goods whereas some other companies have put their employees' lives in risk by jeopardizing their healthcare insurance (Bae et al., 2021). As can be seen, the COVID-19 pandemic has revealed some social issues such as income inequality, racial discrimination, and climate change in society (Noya et al., 2020, as cited in Lee, 2020). Besides, in a critical period of time when physical interactions are limited, one thing is certain that digital channels take a much more important role than ever now in communication (Arzhanova et al., 2020).

There are multiple cases and research that investigate the CSR initiatives of organizations during the COVID-19 pandemic in different contexts (Bae et al., 2021; Carroll, 2021; Mahmud et al., 2021; Raimo et al., 2021). In terms of the European concept, multiple case studies conducted on 14 Spanish corporations that have collaborations with various NGOs present that these collaborations aimed to support society during the COVID-19 pandemic by supplying food, health care, and social and technological assistance (Raimo et al., 2021). Mahmud et al. (2021) examined CSR communication of the top 25 corporations from the 100 Best Corporate Citizens-2019 list in the United States through their press releases and newsletters as a response to the COVID-19 pandemic to support their stakeholders. According to the results of the study, best corporate citizens try to find ways to protect the health of their stakeholders such as employees, customers, investors, and their community (Mahmud et al., 2021), which suggests that for customer loyalty, corporate reputation, and positive brand image, organizations can communicate customer-oriented CSR initiatives (Costa & Menichini, 2013, as cited in Mahmud et al., 2021). Furthermore, as the COVID-19 pandemic has affected most of the sectors in the business world, it can be stated that companies have been striving to rebuild their CSR strategies in order to cope with the pandemic, and meet the expectations of the society at the same time (Carroll, 2021).

When examining social media advertisements of companies from 5 regions globally (East Asia, Southeast Asia, Northern America, Western Europe, and Southern Europe) during COVID-19, Arzhanova et al. discovered a decrease in ad spent (2020). In the same research, they also found that businesses communicating on CSR actions through social media enables them to keep their customers engaged (Arzhanova et al., 2020). Moreover, in the recent research, we can see two CSR communication strategies used by companies during the COVID-19 pandemic, which

are ‘best for’ and ‘best in’. While the former refers to educating and motivating the public, the second one focuses on society’s welfare (Illia et al., 2021, as cited in Colleoni et al., 2022). The research of CSR communication during the COVID-19 pandemic can be seen as based on the industry, e.g. hospitality, sports, aviation, etc. (Choi & Choi, 2021; Kang et al., 2021; Lee, 2020; López-Carril & Anagnostopoulos, 2020), and cross-cultural or intercultural contexts (Bae et al., 2021; Colleoni et al., 2022). As for this study, the purpose is to contribute to the literature by focusing only on CSR communication in the aviation industry.

2.3.4 The aviation industry

The aviation industry has been one of the discussion subjects in CSR literature because of its negative impacts on the environment such as hazardous emissions, biodiversity loss, climate change, the use of fossil fuels, and waste production (Graham et al., 2005; Karaman et al., 2018; Sheldon & Park, 2011; Yang et al., 2020). In addition, especially in recent years, the industry has been facing some social and economic issues such as leakage of customers’ personal information, fatal accidents, mistreatment of some passengers, and corruption scandals (Cowper-Smith & de Grosbois, 2011; Karaman et al., 2018; Yang et al., 2020). Furthermore, cultural and religious applications have an influence on the CSR practices of airline companies (Sheldon and Park, 2011). They have an impact on organizations’ ethics and norms, and thus their CSR efforts. Still, airline companies mostly try to create a ‘sustainable aviation’ image when framing their CSR initiatives to increase the positive perception and the loyalty of their stakeholders (Daley, 2010; Nikbin et al., 2016). Now that stakeholders have been more conscious of the environmental and social problems in the industry, organizations need to act responsibly to preserve legitimacy and stakeholders’ trust (de Grosbois, 2016).

Regarding CSR communication, the studies on the aviation industry mostly focus on CSR reporting where organizations show their CSR practices and commitments (Berthelot et al., 2012; Cowper Smith & de Grosbois 2011; Karaman et al., 2018; Yang et al., 2020). To construct their CSR reports, companies mostly use internationally accepted Global Reporting Initiative (GRI) standards, according to which environmental, social, and economic responsibilities of organizations are covered (Martínez-Ferrero et al., 2013). Until recently, airline companies, especially in more developed countries, had prioritized environmental issues more than social and economic matters in their CSR reports (Cowper Smith & de Grosbois 2011; Mak & Chan,

2006). However, there has been a significant development in CSR reporting of airline companies. According to the studies that investigate and compare the CSR reports of airline companies from Europe and Asia-Pacific, while Western companies establish noteworthy CSR efforts providing information on employee engagement, sustainability, and social issues, Asian companies reveal less information and need some improvement regarding CSR communication (Chang et al., 2015; Mak et al., 2007; Yang et al., 2020). Moreover, Yang and colleagues (2020) have found that even though Asia-Pacific airline companies have recently acknowledged the importance of CSR reporting, they have put attention to social issues and the sustainable living conditions of the society, thanks to the economic growth of the countries in the region. Since there is a lack of research examining social media (e.g. Instagram) posts of airline companies regarding their CSR communication, this study aims to fill the gap in the literature.

3. METHOD

This chapter mainly describes the methodology, sample, and data collection process to answer the research question, as well as, providing explaining the steps of data analysis while discussing the validity and the reliability of the study.

3.1 Methodology

This study made use of a qualitative approach to explore how airline companies communicate their CSR initiatives during COVID-19. The qualitative approach is suitable to reveal a novel topic that has not been studied before (Hennink et al., 2010). According to Schreier (2012), qualitative research deals with examining questions that have social meanings and is open to different interpretations. Since this study focuses on the social media platform Instagram, the qualitative content analysis is effective for not only gathering data but also discovering the meaning of the provided data (Mayring, 2000; Schreier, 2012; Strauss & Corbin, 1990) in addition to specifying some characteristics of the content (Krippendorff, 2018).

Moreover, qualitative content analysis employs a strategy for analyzing written and visual content that is systematic and repeatable (Riffe et al., 2005), which makes it a proper approach for this study because Instagram posts contain digital texts which include images, videos, sounds, and texts, as explained before (Urquhart & Vaast, 2012). More specifically, the reason why this study benefited from the qualitative content analysis is that through this method, the researcher can collect non-numerical data (e.g., texts, images, videos) and form a personal understanding of information (Gelo, Braakmann, & Benetka, 2008).

According to Schreier (2014), there are three major characteristics of this method: it helps reduce data, it is systematic and flexible. By reducing the data this method allows the researcher to focus on certain elements that are linked to the research question. Besides, this method requires a highly systematic approach regarding analyzing the material as a whole and increasing the validity by preventing the researcher from having pre-assumptions on the data (Schreier, 2014). Lastly, qualitative content analysis allows the researcher to be flexible so that she can carry out possible arrangements for data collection and the analysis for the sake of an exploratory study (Boeije, 2014; Brennen, 2017).

3.2 Sample

This study benefits from purposive sampling since it is not feasible to examine all of the airline companies due to the time limitations. This technique is highly used in qualitative research when there are cases that are rich in information (Patton, 2002). Considering the fact that the pandemic has hit the aviation industry especially because of the lockdowns all over the world, it is interesting to explore how some of the biggest global airline companies communicate their CSR efforts in the middle of a crisis caused by the pandemic. Even though big global companies do not represent the entire airline firms in the world, they will provide us with a general understanding of their approach to CSR communication. Thereby, this study focuses on the companies identified by taking into consideration the revenues (Salas, 2021), the passengers carried (Salas, 2021), and scheduled passenger-kilometers flown (IATA, 2021) in the world. As a result, the airline companies in this research are listed respectively as Delta Air Lines, Inc. (Delta), Lufthansa Group, and China Southern Airlines (China Southern) (see Table 3.2). Although Lufthansa Group is composed of Network Airlines (Lufthansa German Airlines, SWISS, Austrian Airlines, and Brussels Airlines), Eurowings, and Aviation Services, this study only examines the Instagram posts of Lufthansa German Airlines (Lufthansa). This list contains companies from different parts of the world so that I can collect diverse data to put forward relevant results and compare them to discover whether there are any cultural differences in their CSR activities and communications.

To be able to answer the research question, these companies need to have official Instagram accounts where they share their CSR initiatives during the COVID-19 pandemic in the English language for global audiences. Therefore, a preliminary review has been conducted to detect the pre-requirements. Since all of them are global companies, they all have Instagram accounts where they share their posts in the English language (see Table 3.2).

Table 3.2: List of selected companies and official Instagram profiles

Company name	Instagram profile
Delta	https://www.instagram.com/delta/

Lufthansa Group	https://www.instagram.com/lufthansa/
China Southern Airlines	https://www.instagram.com/china_southern/

Delta is one of the major and oldest airline companies in the United States of America. The company was founded in 1925 with the name Huff Daland Dusters. It was the first ‘commercial agricultural flying company’ with crop-dusting operations (Gay, 2019). Delta’s passenger operations started in 1929, and its current official corporate name was authorized in 1945 (Delta News Hub, 2022). Now, as a founding member of the SkyTeam airline alliance, Delta operates in more than 275 destinations with more than 75,000 employees (Delta News Hub, 2022).

Being based in Germany, Lufthansa is one of the biggest and most prestigious airline companies in the world. Even though its traces go back to 1926, the company had to terminate its operations following the defeat of Nazi Germany (Lufthansa Group, n.d.). It was refounded in Cologne, Germany in 1953 with the name of Luftag (Aktiengesellschaft für Luftverkehrsbedarf). In 1954, it got its trademark, colors and name Deutsche Lufthansa Stock Company (Deutsche Lufthansa Aktiengesellschaft) (Lufthansa Group, n.d.). Lufthansa is one of the founding members of Star Alliance, which is the world's largest airline alliance, and currently flies to more than 209 destinations (Star Alliance, 2019).

Guangzhou-based China Southern was established in 1988, following the decentralization of the Civil Aviation Administration of China (CAAC) by the Chinese Government (Curran, 2021). Although the company started its flights under its own brand in 1991, it could gain its independence of business from CAAC in 1993. At first, China Southern was limited to fly mostly in China. After working on the refinement of the reputation of Chinese carriers, the company started its international flights in 1996 (Curran, 2021). Currently, China Southern is one of Asia’s largest airline companies, operating in more than 200 destinations daily with eight air transportation subsidiaries (China Southern, n.d.).

3.3 Data Collection

Data collection occurred from the profile page of official Instagram accounts of selected companies (see Table 3.2). To narrow down the timeframe into a specific period, this study

focused on the time when the impacts of the COVID-19 pandemic on society and businesses were felt the most. To define a specific period, data from Delta and Lufthansa was collected from February 11 in 2020, when WHO declared COVID-19 as a pandemic (World Health Organization, 2020) until the end of the year 2021. On the other hand, for China Southern, data was collected starting from January 30 in 2020, when WHO declared an outbreak of global health emergency (BBC News, 2020; World Health Organization, 2020) until the end of the year 2021. Because it can be observed that restrictions began to ease in most countries all over the world in early 2022 (Euronews, 2022; Stokel-Walker, 2022; USA Today, 2022). I went through all the Instagram posts shared by the companies in the time periods indicated.

The presence of CSR content was identified with the assessment of the four concepts in Carroll's CSR pyramid, economic, legal, ethical, and philanthropic efforts, taking the six core characteristics of CSR identified by Crane into account (voluntary activities, internalizing or managing externalities, multiple stakeholder orientation, alignment of social and economic responsibilities, practices and values, beyond philanthropy). In other words, any content consisting of workplace conditions, special offers as a response to any crisis, safety measurements, social justice, e.g., diversity and equity, social-economic concepts, collaborations, transportation of vaccines, masks, and essential goods, and donations was considered a CSR initiative. This process was carried out manually with no support from software that could use some keywords. The reason why is to eliminate the possibility of missing some data due to the selection of keywords.

During data collection, some ground rules were identified to detect CSR posts of the airline companies. Regarding the health measurements taken by the companies, if posts revealed general information, rules, and protocols followed by the airports or governments, they were not categorized as CSR posts. However, if posts emphasized the health of employees, customers, or society, they were identified as CSR posts considering the arguments of the stakeholder theory and ethical responsibilities of Carroll's CSR pyramid (Carroll, 1991; Donaldson & Preson, 1995; Mohammed 2020). Moreover, some companies may use the same content more than once on their Instagram accounts. In that case, if both the visual/video and the caption were the same, the repeated posts were not included in the data set. Yet, if either the visual/video or the caption was different, then the post was considered a new content and added to the data set. Lastly, the posts where employees were portrayed while they were on duty were not identified as CSR posts even

though the caption stated that they were on the frontline fighting the pandemic. Because these are the responsibilities that the employees need to carry for their jobs.

Although in qualitative content analysis having one to thirty units of data is accepted (Fridlund & Hildingh, 2000, as cited in Bengtsson, 2016), the important thing is to have enough units of data to answer the research question in confidence (Krippendorff, 2004, as cited in Bengtsson, 2016). To identify the Instagram posts related to the CSR efforts of the selected airline companies, 1386 posts were reviewed in total, of which 187 were added to the data set. The details of the number and the type of posts that were examined and included in the data set can be seen in Appendix A.

3.4 Analysis of Data

Bengtsson (2016) talks about four stages for data analysis in content analysis: *decontextualization, recontextualization, categorization, and compilation*. He also states that the researcher can go back and forth between stages for the sake of the quality of the study and reliability (Bengtsson, 2016). This study mainly uses the deductive approach to determine the themes and takes advantage of a concept-driven way of categorization thanks to the prior research on the theoretical framework of CSR (Mayring, 2000; Schreier, 2014).

The first step for the researcher was to create the coding frame, which is "at the heart of the method" (Schreier, 2014, p. 174). Initially, the post images or videos (including sounds) were depicted in a text while the video content that contains speech was transcribed, as well. Afterward, I went through the data set collected from the first company, Delta, and highlighted the parts related to the CSR initiatives of the company. Then, put these identified parts under the related themes which were defined before according to the literature (see Table 3.4). I repeated the same procedure for the data sets collected from other two companies, Lufthansa and China Southern. As mentioned earlier, qualitative content analysis is flexible in the sense that it opens for researchers to form new categories in their coding frames. Therefore, if there were data that did not fit in any predetermined categories, they could have been coded into new themes. However, in this study, I did not have any data that could belong to another theme.

Table 3.4: Definitions of predetermined themes for coding frame

Themes	Definitions
Economic responsibilities	Making a profit while providing services that society needs.
Legal responsibilities	Meeting society's expectations in compliance with the law.
Ethical responsibilities	Acting in virtuously appropriate manners.
Philanthropic responsibilities	Going beyond the previous dimensions to amend the society.

Following the identification of the themes, I divided the themes to form the sub-categories and put a quotation or illustration from the original post to provide an example for each sub-category. I needed to compare all of the selected material for each company as working on data and evaluate the coding frame to see if it needed some changes. Although Schreier (2014) argues that one cannot change the coding frame in the main analysis step; in this study, I went back and reevaluated the coding frame when it was necessary as some scholars also suggest (Cho & Lee, 2014). Throughout the data analysis, Atlas.ti, an analytical software program, was used when creating the coding frame so that the results could be easily interpreted while working with a great deal of data.

3.5 Validity and Reliability

According to Silverman (2011), there are ways to increase validity in qualitative analyses such as analytic induction, constant comparison, comprehensive data treatment, and deviant-case analysis. Regarding analytic induction, this thesis made use of previous research in the literature for the data analysis process. Moreover, as a nature of the qualitative content analysis, I compared the codes from the data set in each step of the categorization. Regarding comprehensive data treatment, as explained previously, all the CSR efforts-related data in the specified time period was collected, and all of them were analyzed to create a better argument. Furthermore, in terms of deviant-cases, in my preliminary review to collect the data, I paid attention to detecting Instagram posts that were not related to CSR initiatives of the companies.

Since this study employs qualitative research and thus is more subjective-oriented, it is challenging to increase reliability compared to quantitative research (Leung, 2015). However, qualitative content analysis requires a highly systematic approach that a researcher needs to

identify every step of the data analysis and justify the decisions she makes in the coding process, which can increase the quality and thus trustworthiness, leading to the increase of the credibility of the work (Schreier, 2014; Tracy, 2010). In that sense, I explained each step of the data collection and the analysis in a transparent way, which contributes to the reliability of this study (Silverman, 2011). Moreover, in my analysis, I used Atlas.ti as a tool to help me better organize my data, which strengthens the reliability on the methodological level.

4. RESULTS

This chapter entails the findings of the analysis conducted on the CSR posts of three global airline companies. First, I present the general findings deduced from the posts and then discuss four responsibilities of CSR depicted from the data presenting concrete examples to answer the research question.

RQ: *How do global airline companies communicate CSR initiatives during the COVID-19 pandemic on their Instagram accounts?*

4.1 General Findings

Looking at the general findings on CSR posts of the selected airline companies (see Appendix A), it can be concluded that even though Delta and Lufthansa have more than one million followers, they have posted less on their CSR efforts compared to China Southern, which has less than three hundred thousand followers. However, when it comes to the ratio of CSR posts among all posts during the research period, China Southern has communicated its CSR initiatives the least while Delta has the most. The reason is China Southern has more Instagram posts in general compared to other companies. Hence, I can argue that China Southern does not promote its CSR efforts explicitly to its stakeholders as much as Delta and Lufthansa do. This result seems to support the findings in the literature where scholars have discussed behaviors of Anglo-American countries and Asian countries regarding the communication of CSR practices, which mainly suggests that the latter mostly needs to promote its initiatives more than the former (Matten & Moon, 2008). However, going deep into the distribution of explicit CSR and implicit CSR (see 2.3.2) practices of the companies on their Instagram account (see Appendix B), it is clear that the results of this study mostly conflicts with the previous finding. On the one hand, it is expected that based in an Anglo-American country, Delta employs explicit types of CSR; on the other, it is surprising to observe the inclination of Lufthansa to implicit CSR and China Southern, a firm based in an Asian country to explicit CSR. Since implicit CSR refers to compulsory rules the companies must follow, I can explain this finding by relating it to the pandemic. Because of COVID-19, the airline companies had to carry out some measurements to maintain the safety of the passengers and their employees. Therefore, to inform and update their

stakeholders, the companies in this study also needed to share CSR posts related to the health measures during the pandemic.

Examining the best in and best for strategies (e.g., see 2.3.2) in terms of CSR communication during the pandemic (see Appendix B), Delta has engaged more in best for strategies that focus on the unity and values of the society (Colleoni et al., 2022) whereas Lufthansa and China Southern have applied best in strategies which spotlight the services for society's welfare provided by the companies (Colleoni et al., 2022). This finding does not suggest any relationship between the communication strategies and type of the CSR efforts. As indicated in the following part of the results, all the possible combinations of CSR types and communication strategies can be observed such as employing an explicit type of CSR with best in strategy, e.g., voluntary actions or services to tackle COVID-19 or implicit type of CSR with best for strategy, e.g., health measurements for COVID-19 where the public is educated about coronavirus and its effects.

Regarding the captions of the posts, all of the companies have benefitted from using hashtags, which help categorize the posts, reach a certain target group, and increase engagement (Workspace Digital, n.d.). The way they use hashtags differs among the companies, though. Delta mostly makes use of storytelling in its posts. It shares quotes from its employees on certain topics such as cultural diversity, gender equality, the effects of the pandemic, and so on. The company always puts a hashtag to refer to the airport in which the employee in the post works, e.g., #LAX, #JFK, #ATL, etc. China Southern also shares the thoughts and feelings of its employees on certain topics and gives them credits. However, it mostly uses some keywords as hashtags such as #CSAirStory, #COVID19, #ecofriendly, etc., which sorts the content and helps reach out to more audiences who are searching for related posts. It also benefits from hashtags to show its support to stakeholders and inform them, e.g., #ComeOnWuhan, #CSAirKnowledge, and #HappyChildren. Likewise, Lufthansa's overall strategy for the use of hashtags is the same as China Southern, e.g., #WeAreInThisTogether, #MeetTheExpert, #EarthDay. Besides hashtag use, compared to the other two companies, Delta chooses to write longer captions to share the whole story of its stakeholders to demonstrate explicitly how these people truly feel about their identities and the society in which they live, which is a more effective way to increase engagement of the followers (Chacon, 2021).

In terms of the content of the CSR posts in this study, Appendix A shows that while Delta and China Southern mostly make use of images, Lufthansa mostly shares videos to communicate its efforts. Moreover, according to my analysis, Delta shares posts mostly on cultural diversity, racism, and gender equality, while Lufthansa and China Southern mostly focus on COVID-19 related-CSR posts (see Appendix C). Although Instagram accounts of the companies manifest different content in regards to CSR initiatives, which is explored in the next part of this section, overall, the content of CSR posts of each of the companies does not show any major changes over time. Regarding communication of CSR practices, all of the three companies mostly inform their stakeholders on their CSR initiatives without necessarily creating conversations, except for the posts where Lufthansa attempts to answer the questions of its stakeholders and Delta's CEO invites its stakeholders to share their thoughts to talk about injustice happening against the black community.

When it comes to cultural differences, one of the outstanding findings is the photos or illustrations that are used for representing the customers. As expected, China Southern always chooses Asian people for its posts while in Lufthansa's posts mostly white Europeans are detected. However, since Delta always highlights the cultural differences and diversity, people with different appearances can be spotted in its posts. Moreover, looking at the volume of the content of CSR efforts shared on Instagram (see Appendix D), I can state that socio-political events of the countries could affect these companies' choices of content to focus on CSR. Since in the United States, racism-related discussions have remained on the agenda (Daniels, 2021; NBC News, n.d.), Delta may put its priority on these issues whereas China Southern mostly talks shares CSR initiatives focusing on the COVID-19 pandemic since infectious diseases have been a serious issue in China (Woo et al., 2006).

4.2 Themes of CSR Posts

This section of the chapter focuses on the coding frame and discusses under which themes and sub-categories the companies communicate their CSR initiatives. I benefit from Carroll's four dimensions of CSR regarding identifying the themes: economic responsibilities, legal responsibilities, ethical responsibilities, and philanthropic responsibilities (Carroll, 1991). The themes and sub-categories are presented in Appendix C.

4.2.1 Economic responsibilities

According to Carroll, organizations could make profits while they serve society to meet their expectations and needs (Carroll, 1991). Therefore, under this theme, I examine the CSR efforts that may result in positive economic outcomes for the business. Since the illustrations under this theme demonstrate the offers and goods the companies provide to their stakeholders for the sake of their welfare such as booking a flight without any worries, the best in strategy for the CSR efforts is taken place (Colleoni et al., 2022). Moreover, they represent the explicit type of CSR because they address the practices and efforts that companies carry out voluntarily as a result of social issues, e.g., the pandemic (Matten & Moon, 2008). Furthermore, the findings of this theme refer to instrumental stakeholder theory (see 2.2) because the companies see their customers as an instrument to make a profit with their CSR efforts (Garriga & Mele, 2014).

Self-promoting

The first sub-category detected under the theme of economic responsibilities is *self-promoting*. Self-promoting, in this study, can be described as any kind of special offer that companies propose to their stakeholders to keep them aligned with their businesses. In all three companies' CSR posts, there are some elements that display self-promoting. Delta puts forward some special services to convince its customers to maintain flying with them. In other words, the airline company aims to have economic benefits through its CSR efforts. In the post caption, Delta uses a quote from one of its customers to prevent its stakeholders from skepticism (Du et al., 2010):

"Thankful to Delta for providing peace of mind during this global pandemic along with complimentary drinks, upgrades, bags, vacant seats beside every person, hand sanitizer, seat wipes, and smiles!" - @skylar777, Gold Medallion Member. Ready to welcome you back to the skies with peace of mind (Delta, November 10, 2020).

Lufthansa has promoted some services such as flexible booking and 'bring me home' promise since the first days of the pandemic (Lufthansa, April 3, 2020; Lufthansa, June 29, 2020). The company emphasizes that these are the exceptional times and customers need to have a travel plan without being worried about possible changes. As the frame of the business case for

CSR also suggests, with these campaigns, Lufthansa benefits from having competitive advantages while grunting their stakeholder at the same time (Mohammed, 2020). In one of the video posts, it is indicated that decision-makers of Lufthansa have listened to their customers' feedback on challenges they might have related to the pandemic, e.g., the fear of missing their flights (Lufthansa, June 30, 2020). The company aims to carry synergic value creation by forming mutual gain between itself and the stakeholders (Mohammed, 2020). In addition, the decisions of the management toward the welfare of the stakeholders are important for companies to maintain their business (Evan & Freeman, 1988). The fact that Lufthansa has paid attention to its customers' demands shows that the company is in the dialogue stage with its stakeholders, employing the involvement strategy in terms of communication (Morsing & Schultz, 2006).

Even though China Southern mostly shares posts on health measurements to tackle COVID-19, it also provides some promotion through its CSR posts for the sake of making a profit (Carroll, 1991; Hemphill, 2004). Especially, in the second part of the year 2021, the company started its “fun quiz games” series, in which it gives away some gifts to some of the participants (China Southern Airlines, June 7, 2021). In this specific example, China Southern promotes The International Environment Day and its green flights through the quiz, providing a chance to win Amazon credits or free mileages to its stakeholders. However, the fact that it only provides free mileages to its Skypearl members suggests that the company tries to increase the number of customers with Skypearl membership by emphasizing that the registration is free:

Happy international environment day! Following CSAIR to save more greens and carbon emission. Join our Fly Green fun quiz game on Facebook, you'll have a chance to win \$30 amazon credits and 2500 mileages for free. From now to Jul 9th, 2021 12:00pm (UTC/GMT+08:00) JOIN NOW ! <https://woobox.com/hw6rgn> [...].

Besides special offers, another example of self-promoting is Delta's collaboration with the Netflix show Queereye to show the journey of one of their own employees (Delta, June 29, 2021). Even though Delta is explicitly supporting LGBTQ+ communities, the company uses a global streaming service to advertise itself and thereby increase the number of customers. The company employs a functionalist approach (see 2.2) to its CSR communication, where promotional techniques are used to acquire business profit through its CSR initiative (Golob et

al., 2013; Orlitzky et al., 2003). This promotional tone may affect the perception of its stakeholder toward the company's CSR practices (Schlegelmilch & Pollach, 2005).



Figure 1: Delta's collaboration with Netflix's Queereye show

Health measurements for COVID-19

The second sub-category of this theme is *health measurements for COVID-19*. This sub-category is also examined under the theme of legal responsibility. However, here, the posts that are related to health measurements are used to become attractive to passengers. I argue that if there is no legal or ethical intention behind the CSR effort related to the health measures, then there is a seeking for profit.

In one of China Southern's posts, it states that it is the first airline company in China to have an agreement with IATA to have IATA Travel Pass Test (China Southern Airlines, July 20, 2021). Although the post mentions that this test helps decrease COVID-19 cases, it spotlights having international standards on Chinese travel health certificates and contactless travel for international passengers, which helps amend society and make profits at the same time (Mohammed, 2020). Since the first cases of the COVID-19 pandemic first emerged in China (World Health Organization, 2020), the international passengers might have had some hesitations regarding traveling. The reason why the company communicates this practice is to increase their bookings for international customers.

Delta has also used health measurements for COVID-19 as a way to gain the trust of customers to reinforce their business (Du et al., 2010). In its carousel content, employees of Delta volunteer to clean the aircraft wearing T-shirts with the hashtag #KeepClimbingTogether on them (Delta, May 15, 2020). The fact that the use of hashtags indicates that the company tries to create unity among the volunteered team, but at the same time, it wants its post to be viewed by more people on Instagram with the hashtag #DeltaProud (Workspace Digital, n.d.). Additionally, in the caption, the quote of one of the volunteers states that they perform a deep cleaning so that “she’s ready” for the customers when needed (Delta, May 15, 2020), which presents the expectation of the increased number of flights and customers along with it.

Regarding Lufthansa’s posts on health measurements for COVID-19 examined under the economic dimension, there is a video series called “Flying Reporter #stayinformed”, where an employee of the company, Bastian, tries to depict a flight experience when traveling with COVID-19-related regulations on the plan and in different airports. Lufthansa wants to ensure the customers that they have a “balance between hygiene and safety requirements on the one hand and hospitality on the other” (Lufthansa, June 23, 2020). I could suggest that Bastian tries to look emphatic and convince customers to travel again when he says “I can understand the concerns but it’s nice to be back” (Lufthansa, June 23, 2020). In addition, during the summer of 2020 when most of the countries in Europe limitedly re-opened their countries for travelers (European Commission, 2020), Lufthansa shared similar content from different places to provide the latest information in regard to COVID-19 restrictions and hygiene measurements. For example, there is a video content where Bastian lands in Milano in which the audience can see the temperature check for the first time in Lufthansa’s posts (Lufthansa, July 9, 2020). As in most of the video posts about the pandemic shared by the company, Lufthansa clearly puts forward that the stakeholders can find the latest information for each destination on its website and in the e-mails, passengers receive, to clearly inform its stakeholders (Morsing & Schultz, 2006). The company regularly shares informative content on its Instagram account, as well (Lufthansa, July 21, 2020), where the experts answer the most asked questions from the customers, as can be seen in the example below.

[...]. Accurate travel planning is currently more important than ever before. [...]. Matthias Brazel, Head of Passenger Services Hub Frankfurt, describes our services and measures for safe travel. #MeetTheExpert

Furthermore, Lufthansa's post on vaccination shows that Lufthansa wants restrictions to end soon so that it can have more flights, thus, profit more. The caption does not specify the well-being of the stakeholders at all, as well as the image of the post (Lufthansa, December 7, 2021). Concisely, I argue that there is economic interest behind Lufthansa's support of vaccination:

To accompany you on your journey around the world – that is our passion. And that is why we support #ZusammenGegenCorona. We are already looking forward to the travel year 2022. #SayYesToTheWorld #Lufthansa

4.2.2 Legal responsibilities

Under the theme of legal responsibilities, I have analyzed the CSR initiatives that are in compliance with the law (Carroll, 1991). The only sub-category under legal responsibilities is *health measurements for COVID-19*. The companies in the aviation industry have followed some regulations determined by the authorities to prevent the spread of the COVID-19 pandemic (International Civil Aviation Organization, 2020), which is also the reason why mostly the implicit type of CSR is observed in the posts (Matten & Moon, 2008). The examples contain both sharing information to educate the public on COVID-19 and taking additional precautions for the well-being of stakeholders. Thus, both best in and best for strategies are detected under this theme (Illia et al., 2021, as cited in Colleoni et al., 2022). All three companies in this study have immediately shared some informative posts on their Instagram accounts to communicate with the stakeholders about uncertainties in the first days of the pandemic (Dua et. al, 2010). They all spotlight that the priority is customer safety.

Even though Delta's CSR efforts during the pandemic, overall, are not based on the health measurements or the latest information on COVID-19, it has put some effort to inform its stakeholders about the precautions taken. The company has created individual Instagram accounts to explain each measure in detail to express how they take care of the customers' safety on their flights. These health measures called "Delta CareStandard" include social distancing,

deep cleaning and sterilization, sustainable and clean air filtration systems, wearing masks, and employee testing, e.g. temperature check, (Delta, August 12, 2020). Moreover, in some other posts of Delta, there are employees who wear face masks and gloves, which manifests that health measurements are not only for customers but also for its employees, as well (Delta, May 15, 2020). Hence, I can infer that Delta exhibits care for the health of its employees besides its customers and takes precautions to maintain the welfare of its stakeholders (Donaldson and Preson, 1995).

Lufthansa's posts on health measurements are as informative as Delta's. Even in the first posts, the company puts attention to how it takes the circumstances seriously when it approaches health-related issues of its stakeholders (Lufthansa, March 30, 2020). Moreover, as I have already mentioned before, Lufthansa leads its stakeholders to the most appropriate resources such as John Hopkins Medicine and WHO websites, and explains that they are "adopting measures of many governments to further reduce the spread of coronavirus" (Lufthansa, May 27, 2020). The company emphasizes that it provides transparent information on its COVID-19-related posts for its customers' health and safety, which is one of the vital agents of effective CSR communication (Coombs & Holladay, 2011). Among all the health measurements, Lufthansa has special attention to its air conditioning systems and how HEPA filters work. In one of its #MeetTheExpert videos, the expert explains HEPA filters in a simple way for the audience to comprehend better:

[...] These filters simply ensure, together with the air conditioning system in the aircraft, that the air is exchanged approximately every three minutes. And the air also always flows from top to bottom, so that the air simply doesn't spread throughout the cabin. Together with the required wearing of masks, which is now new at Lufthansa, the risk of infection on board is reduced even further [...] (Lufthansa, 2020).

In the same video content, the expert answers the questions collected from the stakeholders explaining the precautions they take to "prevent contact among customers" by implementing the highest standards specified by the authorities (Lufthansa, June 16, 2020). This is an indicator that Lufthansa tries to carry out two-way communication when it conveys its CSR efforts (Morsing & Schultz, 2006).

China Southern uses the term “prevention and control measurements” when it refers to health measurements taken by the company for COVID-19. The reason could be that due to the region the company is located, China Southern is used to experiencing viral respiratory diseases such as SARS (Zhong et al., 2003), and the company highlights that it can be controlled with the right practices. Like Lufthansa, China Southern also focuses on the air circulation system and how it works. The company has an informative video where HEPA filters are in close attention and explained in detail (China Southern Airlines, March 15, 2020). China Southern tries to assure its passengers that they do not need to worry about air circulation on airplanes in general by relating to the information shared by WHO and IATA from the time period of the SARS outbreak. What is outstanding the most in China Southern’s posts is that the employees who are responsible for the execution of health measurements are always wearing protective clothing with goggles, masks, and gloves (China Southern Airlines, February 13, 2020; China Southern Airlines, February 14, 2020). Furthermore, China Southern has made a great effort on setting rules and being prepared for different scenarios during the pandemic. In its relatively long video content (six minutes and fifty seconds), the company introduces its “Flight Support Guidelines During the COVID-19 Outbreak”, where how the cabin crew, the flight crew, and the ground handling staff should react to different cases are explained by differentiating the low-risk flights and high-risk flights (China Southern, July 21, 2020). The prevention and protection measures in this guideline are not only for passengers’ safety but also for employees’ safety, as well. This is another proof that the company is taking coronavirus seriously considering every possibility, and how they value the health and safety of its stakeholders (Donaldson & Preson, 1995).

4.2.3 Ethical responsibilities

The third theme of this study covers the CSR efforts of the companies related to morals and appropriate behaviors (Carroll, 1991). In this section, I present examples with both best in and best for strategies. The examples that are shared to unite people against racism and sexism acts demonstrate the best for strategy. On the other hand, the actions taken to protect the environment for the welfare of society illustrate the best in strategy. The companies conduct both explicit and implicit types of CSR in their posts, with both voluntary support toward societal issues and following the norms and rules such as executing flights with low carbon emissions to

contribute to sustainability. In the first three sub-categories, I mostly talk about Delta because its CSR posts are mostly reflective of societal issues.

Cultural Diversity

The first sub-category that I have analyzed is *cultural diversity*, where the businesses react to the cases of cultural differences, and racism and support the minorities. Throughout my observations, it has been clear that Delta has shared more posts on minority groups and employees from different races, countries, and regions compared to other companies. The company has posts consisting of the stories of its employees and customers with different backgrounds living in the USA with the speaker's words in quotations, which stimulates the trustworthy relationship between the company and its stakeholders (Du et al., 2010). Mostly, I have observed that these different personas express the challenges they have been facing and the bias and prejudice of the society towards them. In the example below, a story of a Mexican-American woman is depicted to support Latin American immigrants during *Hispanic Heritage Month*:

"During my travels, I've found that conversations with locals typically begin with 'where are you from?'. As a Mexican-American woman born in Los Angeles to immigrant parents, this question always comes filled with complexity in ways the people who ask it don't always understand. I don't consider myself just American or just Mexican. I'm both, and I embrace both. [...]. Hispanic Heritage Month is filled with so much sense of pride. The experience in America for my community has not always been an easy one, but this month represents how far we have come and how we continue to show resilience. [...]"

Listening to each other's stories can not only help us learn from one another, but also build relationships that keep us connected no matter where we are (Delta, September 15, 2021).

As can be seen from the example, Delta draws attention to celebrating special days and months for minority groups in the USA such as Latin and Hispanic Heritage Month (Delta, September 15, 2021) and Asian Pacific American Heritage Month (Delta, May 3, 2021). Another social

issue Delta takes part in is voting. The company encourages citizens of the USA to vote regardless of their backgrounds. In the quote below, another Latin American employee explains why she votes by sharing her feelings for the country:

[...] “It took me over 20 years to become a U.S. Citizen. Immigration documentation and lawyer fees, time, travel restrictions, academic limitations, emotional and psychological stressors, major personal life changes were the price my family and I paid to have the right to use our voice and submit our ballots. [...] I’m voting for those who fought for our right to have a voice, for those who lack the privilege to and for those whose voices are yet to be heard. Whatever your reason is, I encourage you to vote!” - Juanita V. - Marketing Manager, #ATL. [...] This year, we encourage you to make your voice heard because no matter what language you speak or what you believe in, we all share the same goal to make the world a better place (Delta, October 14, 2020).

Delta also touches upon the racist acts against Asian Americans. Since the COVID-19 outbreak has spread from China, some people from all over the world have been harassing and attacking Asian people (Cabral, 2021). Moreover, Delta has not stayed silent after the Atlanta spa shooting, either, when six Asians were killed out of eight people (Kim et al., 2021). The company proves the fact that it is “an anti-racist, anti-discrimination global airline” (Delta, March 17, 2021) by sharing a lot of posts against racism (see Figure 2).

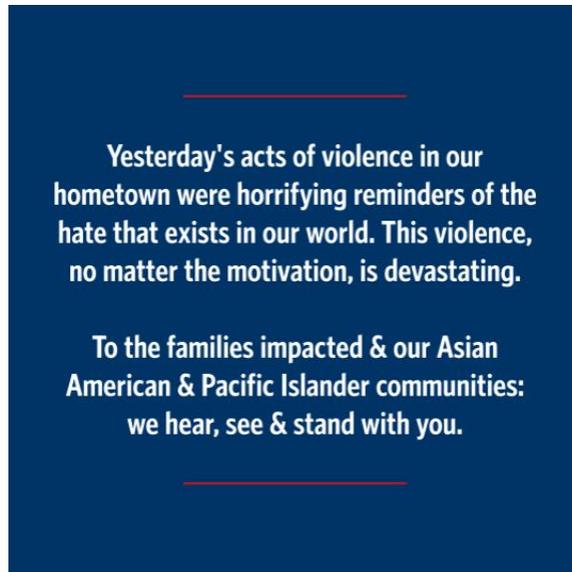


Figure 2: Delta on racism against the Asian community

Walking to talk is a good strategy to decrease the skepticism of its stakeholders towards its CSR efforts (Du et al., 2010). I could see the actions that stand up to these words through Delta's initiative of "Delta Diversity, Equity & Inclusion (DE&I)", which not only covers cultural diversity but also gender equality, as well (Delta, October 30, 2020). The company has even designed uniform pins for its employees (see Figure 3).



Figure 3: Uniform Pin of Delta's DE&I

The Black Community

Delta has given importance to acting on racism against black people so much that *the black community* is created as a separate sub-category under ethical responsibilities. There are even some posts from the company's CEO making announcements on the matter stating that they are not only raising their voices on the issues against their values, but they are also trying to support people who are "being silenced" (Delta, June 2, 2020). Moreover, the CEO of Delta, Ed Bastian, has sat together with Bryan Stevenson, an American lawyer, activist, and author, to talk about the crimes of racism (Delta, June 26, 2020). The company wants its stakeholders to be involved in the issue and tries to have a dialogue by encouraging them to comment on its post about the issue, which illustrates a constructivist understanding of CSR (Golob et al., 2013) along with the company's aim to employ the involvement strategy of CSR communication where both stakeholders and the company are in dialogue (Morsing & Schultz, 2006). Delta's strategy to share its internal stakeholders' stories on tackling crimes of racism against their identity can be perceived in its post related to the black community, as well. One of the most repetitive concepts I have noticed in the posts is that black people have felt obligated to "control" their actions and not to take the attention of the public, and they could not raise their voices against the discrimination and inequality they have faced with until they have "embraced themselves" (Delta, 2020). Moreover, the company celebrates Black History Month, Black Girl Magic Movement (Delta, February 5, 2021), and Martin Luther King Day (Delta, January 16, 2021), as well as touches upon the "Black Lives Matters" movement (see Figure 3) to support the black community.

"The 'Black Girl Magic' movement has had a big influence on my life. It includes so many amazing Black women, identifying the extraordinary things that we are doing; excelling and being successful" [...] - Stayce M. - Supply Attendant, #ATL

Gender Equality

The third sub-category of this theme is *gender equality*, which stands for equal opportunities for all genders. As I have briefly mentioned in the previous part Delta has an initiative called Delta Diversity, Equity & Inclusion (DE&I) program to make employees comprehend the challenges some employees may encounter (Delta, October 30, 2020). The

company explicitly supports the LGBTQ+ community and Pride Month. For instance, it has shared the story of one of its employees (Delta, June 23, 2020) with a photo taken during a pride parade which is an outdoor event where the rights, self-acceptance, and pride of lesbians, gays, bisexuals, transgenders, and queers are celebrated (see Figure 4).



Figure 4: Delta's Support for Pride Parade

Another way Delta promotes equality is by boosting the fight against stereotypes in society when it comes to career objectives. The company does not wish the aviation industry to maintain as a “male-dominated” and shares its blessings with an employee who inspires women to overcome stereotypes, as indicated in the post caption below:

[...] "The aviation industry is male-dominated, but especially in the pilot group. The most common question I get asked when someone finds out I work for an airline is, 'Are you a flight attendant?' [...] My advice for women and future generations is don't let statistics or photos discourage you. If you don't typically see photos of your race or gender in that role, be the first!" - Jackie A. - Pilot Development Program Leader, #ATL We're grateful

for employees like Jackie who are inspiring women every day to overcome stereotypes and follow their dreams (Delta, August 26, 2021).

In terms of diversity and equality, Delta has been the one that seriously puts its efforts to create awareness among the three companies in this study. However, I have also examined a post of Lufthansa that bolsters the LGBTQ+ community during Pride Month (June). In the image of the posts, there is an umbrella with rainbow colors and it puts the text “Love knows no border”, and the hashtag “#SayYesToTheWorld” with the caption below:

The world is colorful and that’s what makes it so special! We all shine in our individual, beautiful colors – together we are a truly unique team! #Lufthansa #DIVERSITY
(Lufthansa, June 23, 2021)

Lufthansa shows its support for equal opportunities for all genders explicitly, as Delta does. As discussed in the literature, being transparent with its stakeholders and manifesting its values directly stimulates trustworthy relationships and thus leads to positive outcomes from stakeholders (Coombs & Holladay, 2011; Du et al., 2010).

Sustainability

There are CSR posts related to the well-being of the environment and *sustainability* from all three companies. However, according to the volume of the content each company has shared (see Appendix D), it can be observed that China Southern has put the attention to sustainability the most during the time period of this study. China Southern spotlights the fact that “Environmental Protection” is a duty of all of us (China Southern Airlines, June 4, 2020) and it provides “green flights” with “low carbon emissions” to its stakeholders (China Southern Airlines, October 20, 2021). This post could also be associated with greenwashing (e.g., see 2.3) since there is no green flight when there is still carbon emission (Neureiter & Matthes, 2022). Moreover, China Southern has created little games for its audience to learn more about “Mother Nature” including the endangered animal species (China Southern Airlines, October 21, 2021), which actions to take to reduce carbon emissions (China Southern Airlines, October 29, 2021) and having “environmental-friendly lifestyle” (China Southern Airlines, October 31, 2021) by

promoting sustainable, green flights with low-carbon. Since these posts aim to educate society on a social issue, it is an example of explicit CSR with the best for strategy (Colleoni et al., 2022; Matten & Moon, 2008). Furthermore, China Southern has launched the “Empty Plate” action to inspire its stakeholders to diminish food waste (China Southern Airlines, November 27, 2020). This is another indication that the company takes action to have a better environment to live in and tries to create awareness among its stakeholders, at the same time.

Lufthansa, regarding sustainability, advocates for its employees in their voluntary efforts. For instance, in one of the posts, the company explicitly appreciates a volunteer employee working for a friend’s farmer in nature (Lufthansa, June 2, 2020):

Flight attendant Vicky is currently helping her friend, a farmer, by working in her rhubarb field. “Working outdoors in the fresh air, gathering the crop, is a great experience that brings you closer to nature,” she says. #WeAreInThisTogether

Considering the fact that this post was shared in the first days of summer after the first period of lockdowns due to the COVID-19 outbreak in Germany (Bosen & Thureau, 2021), I can indicate that Lufthansa tries to cherish being in nature again. Because the company uses the hashtag “#WeAreInThisTogether” to create unity to tackle the challenges of the pandemic. Additionally, the company celebrates “Earth Day” indicating that it “has been helping with sustainable spice production in Nepal to give local small farmers a better future” (Lufthansa, April 22, 2021). This post can be also categorized under philanthropic responsibilities since it shows voluntary support for a community in need. However, since the “sustainable spice production” and the “Earth Day” are stressed, I claim that it is an ethical effort of the company to act as environmentally friendly.

Delta only talks about sustainability on two occasions, one of which is related to the health measurements for COVID-19. One of these measures is having “sustainable, top-of-the-line” air filters to decrease air particles (Jet.bridges, September 24, 2020). In the other post, Delta exhibits its brand new aircraft to be able to realize its objective to become “carbon-neutral” (Delta, April 7, 2021). It is clear that compared to China Southern’s strategy, Delta only informs its stakeholders about the actions it takes related to sustainability (Morsing & Schultz, 2006) whereas Lufthansa demonstrates its appreciation toward its stakeholders who take initiatives for the well-being of the environment.

4.2.4 Philanthropic responsibilities

In this theme, I mainly talk about the CSR efforts that demonstrate the corporate citizenship of the companies with their services to amend society (Carroll, 1991). Due to its nature, philanthropic initiatives are carried out voluntarily, which suggests that they demonstrate explicit CSR. Regarding CSR communication strategy, both best in (e.g., transportation of medical supplies) and best for (e.g., motivating and supporting health professionals) can be observed in the illustrations. It is important to see that all of the companies in this study have CSR posts related to helping to save stakeholders' lives since it exhibits their efforts to become corporate citizens (Mahmud et al., 2021). Moreover, in the following sub-categories, examples of cause promotion, corporate social marketing, and providing community volunteering are covered, which are some of the key strategies to keep stakeholder satisfaction (Kotler & Lee, 2005).

Voluntary actions and services to tackle COVID-19

The first sub-category is *voluntary actions and services to tackle COVID-19* where the companies voluntarily contribute to governments and societies to fight against the coronavirus. Therefore, the best in CSR communication strategy is seen in the illustrations of this sub-category. Since the COVID-19 pandemic has affected people's life, governments' actions and decisions, and the environment deeply, all the three companies have executed some practices voluntarily to tackle the pandemic.

Going deep into Delta's efforts on the matter, the company's collaboration with the Global Center for Medical Innovation (GCMi) to produce face shields to support health care professionals is detected (Delta, April 3, 2020). The post caption illustrates the collaboration stating "GCMi designed and Delta made, together supporting our healthcare heroes." (Delta, April 3, 2020). Moreover, Delta has had an active role in vaccine transportation. In one of the posts, the company stresses that "Delta Cargo team is working 24/7 to transport the COVID-19 vaccine" around the USA (Delta, January 9, 2021). Another initiative of Delta is to turn its flight museum into a mass vaccination site (Delta, March 24, 2021). To do so, the company contributes to the vaccination process of its stakeholders with the help of the state of Georgia. In its caption, helping "save lives" is highlighted, as well as the right information for vaccination:

[...]We're proud to work with the state of Georgia to help save lives and bring everyone closer to again exploring the world we all love, and hope this model can be replicated in other states. Visit the link in our bio for more information, including how to register for a vaccine in Georgia (Delta, March 24, 2021).

When it comes to Lufthansa, besides the transportation of medical supplies and humanitarian goods, the company puts so much effort into bringing people home as a part of “government repatriation operations” (Lufthansa, March 31, 2020), especially at the beginning of the pandemic, when flights were mostly canceled. The company even scheduled a few flights to places it had never been to before such as New Zealand and the Caribbean to enable its stakeholders to be with their loved ones (Lufthansa, April 6, 2020). Lufthansa has also contributed to the “global supply chain” by transporting urgently needed goods, and medical supplies such as masks and face gear (Lufthansa, April 24, 2020). The unique CSR effort of Lufthansa compared to the other two companies is that it supports its employees with medical backgrounds when they voluntarily “employ their skills where they are urgently needed” and help health professionals during the pandemic (Lufthansa, 2020, April 28; Lufthansa, 2020, May 9). In the post text below, the appreciation of the company towards health workers and its employees is explicitly presented:

“First Officer” above the clouds and a helping hand on the ground, in the clinic. Lufthansa pilot Maximilian Lehnert is currently working as a medic. We would like to express our sincere thanks to him and the medical specialists worldwide on International Nurses Day! You go above and beyond every day and are there for us around the clock – thank you. #Lufthansa #NursesDay (Lufthansa, 2020, May 9).

China Southern has communicated a great number of CSR initiatives on its Instagram page related to this sub-category. I, again, would like to emphasize my argument that the company might have felt more responsible for the efforts to fight the pandemic due to the fact that the city of Wuhan in China was the source of the outbreak (World Health Organization, 2020). China Southern, like the other two companies, donated protective clothing and masks for

the sake of the health of the society, especially in Wuhan, in the first days of the pandemic (China Southern Airlines, February 21, 2020). The company has not only provided help to its country but also to other countries in need. For instance, it has transported “medical supplies and grocery” to Kuala Lumpur, Malaysia (China Southern Airlines, April 21, 2020), and seafood to Kenya (China Southern Airlines, November 17, 2021). Moreover, to “stabilize the global supply chain”, China Southern has announced its new cargo flights expressing that the company “is trying its best to enhance the capacity of international air transportation” (China Southern Airlines, June 1, 2020). Another importance, naturally, has been given to vaccination by China Southern. The company has kept updating its stakeholders on how many vaccines it has distributed. The last detailed information is shared in the following post caption:

Since the first shipment of COVID-19 vaccine on February 8 this year, we’ve delivered vaccines to 15 countries abroad and 20 cities in China. On November 30, CZ5077 arrived at Sukarno-Hatta International Airport in Indonesia with 4 million Sinovac vaccines. Meaning that our vaccine delivery now breakthrough 100 million doses. #CSAir #COVID-19 #vaccine (China Southern Airlines, December 1, 2021).

Contrary to the other two companies, China Southern has also provided “hotel quarantine kits” as a part of its “Always Caring For You Campaign” to its customers on specific routes (China Southern Airlines, October 14, 2021). This action also exhibits how the company is concerned about the well-being of its customers.

Supporting health workers and stakeholders

According to the CSR posts of the companies in this study, I can argue that health professionals as well as the stakeholders including customers, employees, and society, were explicitly supported and appreciated for all the hard work and struggles during the pandemic. The most outstanding company with CSR efforts to reinforce health workers and stakeholders is China Southern. Looking at all the posts during the analysis period, the company has never stopped standing by the medical teams, its employees, and the public who have been on the front and strive for the welfare of everyone. Especially in the first days of the coronavirus, China Southern posted to show that it was supporting the city of Wuhan which is the first place

COVID-19 was detected. The company created a hashtag “#加油武汉” which can be translated as “#ComeOnWuhan” to show its reinforcement (China Southern Airlines, February 21, 2020). Yet, Wuhan is not the only city the company has stood by within the analysis. After a tragic flood happened in the city of Zhengzhou, China Southern voluntarily implemented flights to “meet the needs of passenger travel and material transportation” (China Southern Airlines, July 25, 2021).

Regarding internal stakeholders, China Southern defines its employees as “young heroes” due to their “honorable fight against COVID-19” for all the time they have to wear protective clothing, mask, and goggles, which is an uncomfortable way of working (China Southern Airlines, May 25, 2020; China Southern Airlines, May 27, 2020). By doing so, the organization not only expresses its gratitude to its employees but also emphasizes that all of this is to “ensure the safety of the people and the plane (China Southern Airlines, May 25, 2020). In addition, China Southern has posted a video called “Battle Scars”, where the audience can spot the scars on the bodies of employees because of the protective clothing they wear while battling COVID-19 (China Southern Airlines, June 18, 2020). The company portrays those scars as something precious and beautiful. This video contains both types of CSR using both best in and best for strategies. Because on the one hand, the company must follow the regulations and rules when it comes to protective clothing, on the other hand, the company recognizes and acknowledges its employees for their extra effort during these exceptional times.

Another routine observed in China Southern’s post is that the company shares the drawings of the children of its employees or customers with their feelings and thoughts. Those drawings demonstrate the support for the health of employees, medical teams (see Figure 5), and society (China Southern Airlines, June 12, 2020; China Southern Airlines, June 16, 2020).



Figure 5: Drawing of the child of China Southern's employee

I have also observed that China Southern uses cultural practices such as a red ribbon to wish “safe return to the medical team” (China Southern Airlines, May 28, 2020). The color red symbolizes luck and joy in Chinese culture (Jiang, 2021).

Apart from China Southern, Delta has exhibited its greetings to health professionals, as well. The company saluted health professionals with its jets drawing some lines in the sky to motivate “first responders and healthcare workers on the frontlines of COVID-19” (Delta, May 13, 2020). Moreover, Delta has contributed to the operations of transporting Afghan evacuees to their new homes (Delta, August 27, 2021). This effort manifests the company’s reaction toward societal issues, which is helping the communities that are in need of help:

This week, Delta people mobilized to support the U.S. government’s activation of the Civil Reserve Air Fleet, transporting Afghan evacuees to safety and helping them prepare for life in their new homes. [...] On behalf of the employees working around the clock to make these flights possible, we're humbled to use our time and resources to support those who need it most. [...] (Delta, August 27, 2021).

Contrary to the other two companies, Delta also carries out some services for the country in which it was based. For instance, the company has established Delta Honor Group which is comprised of voluntary employees to carry fallen soldiers. When soldiers need to be transported

to their “final resting place”, Delta Honor Group, together with their family and military, holds ceremonies and marches with flags (Delta, May 25, 2020).

Charity

The last sub-category I have identified during my analysis is *charity*, which includes fundraising and providing amenities free for the ones who need them. Because of the importance of the matter, I have covered COVID-19-related services separately. Therefore, they are not included here. As indicated before, cause-promotion such as fundraising and sponsorship is one of the vital strategies in stakeholder theory in order to please stakeholders regarding CSR initiatives (Kotler & Lee, 2005). Therefore, it is impressive to observe that all companies in this study have demonstrated some charity work on their Instagram accounts.

Delta creates awareness for breast cancer with its post with an employee wearing all pink in October, Breast Cancer Awareness Month. Together with the Breast Cancer Research Foundation (BSRF), the company raises money to battle breast cancer. The company maintains its storytelling strategy in this post as well, as the audience can read what the flight attendant in the post image feels about this special matter:

"What do I love the most about October? Getting to raise money and offer support to all of these amazing people who have battled and continue to battle breast cancer. [...] There is so much optimism and hope nowadays as we strive another day closer to a cure. For those currently: stay strong, stay positive, stay blessed, and kick cancer's butt! You are much stronger than you think." - Jonathan S. - Flight Attendant, #JFK (Delta, October 9, 2020).

When it comes to Lufthansa, together with Help Alliance, it has charity projects for disadvantaged children to have a better future (Lufthansa, December 21, 2020). A concrete example of this collaboration is “iTemba school project”, from which 700 children in Cape Town can have a proper education (Lufthansa, June 24, 2021). Likewise, China Southern has fundraising projects for children and their education. On the one hand, the company “transmits aviation knowledge in class and offered stationery, moon cakes“, on the other hand, it aids funds to the students in need (China Southern Airlines, October 19, 2020). The airline has “One Dime

Care Fund”; whenever a customer buys a ticket from China Southern, they donate one dime to the fund. Using this fund, the company makes children’s dreams come and flies them to the places they wish to see (China Southern Airlines, June 2, 2021).

5. CONCLUSION

"There is no real ending. It's just the place where you stop the story."

Frank Herbert

5.1 Summary

The COVID-19 pandemic has deeply affected governments, companies, societies, and the environment. More than six million people have lost their lives worldwide - as of May 25, 2022, economies have collapsed and the social life has stopped multiple times with lockdowns and restrictions (Verschuur et al., 2021). There are a great number of people who are still suffering from its post-effects on the human body. Even now, during the writing processing of this thesis, we still feel the fear of a possible recurrence and another wave. This being the case, businesses have the responsibility to commit themselves to the society in which they are surrounding and create positive impacts through their efforts to meet the needs of society. Therefore, it is expected to see companies putting much more effort into their CSR initiatives to amend society during the pandemic.

This study has examined the CSR practices of three global airline companies: Delta, Lufthansa, and China Southern. The reason for the focus on the aviation industry is that this is one of the fields that COVID-19 has affected the most economically (OECD, 2020). Because of the lockdowns and restrictions applied by the governments and local authorities, airline companies could not execute operations for passengers, except the ones aimed to bring citizens home and maintain the global supply chain. In terms of the medium, this study has focused on the Instagram accounts of the companies to explore their CSR initiatives. Businesses need to communicate their CSR practices to inform their stakeholders to strengthen their relationship (Dawkins, 2004; Morsing et al., 2008), and social media provide a platform for companies to reach out to more audiences. Despite being the fourth most used social media platform (McLachlan, 2022), there is a gap in CSR communication literature focusing on Instagram, and this study is aimed to contribute to that gap.

Qualitative content analysis is performed to examine the CSR initiatives of the companies shared on their Instagram account to comprehend which type of responsibilities the companies place emphasis on according to Carroll's CSR pyramid (Carroll, 1991), and how they

communicate those practices. The results are presented in comparison with the findings of each company. The general findings demonstrate that all the companies engaged in CSR practices during the pandemic. Regarding the ratio of CSR posts on the Instagram accounts, Delta and Lufthansa put more effort to communicate their CSR initiatives with their stakeholders than China Southern, which supports the literature in the sense that Asian countries need to feature their CSR initiatives more compared to Anglo-American countries (Matten & Moon, 2008, as cited in Witt & Redding, 2012). When it comes to types of CSR practices, it can be observed that while Delta and China Southern employ mostly explicit CSR, Lufthansa prefers to engage in implicit CSR. Lastly, in terms of CSR communication strategies, Lufthansa and China Southern mostly illustrate best in strategies whereas Delta mostly manifests best for strategies in their CSR posts.

Looking into the content of the CSR posts, all of the companies benefit from using hashtags in their post captions to be able to visible more audiences who are interested in similar content. Mostly, while Delta and China Southern prefer to share images as content, Lufthansa opts for videos in its CSR posts where the company shares detailed information with its stakeholders and reacts to its customer demands. The CSR posts from all of the companies are mostly informative. They do not engage with their stakeholders in the comment section of the posts even though social media provide a space for two-way communication. However, there are some posts observed in the findings that respond to stakeholders' questions and requests, and encourage the audience to speak up for the societal issues, which shows engagement in the involvement strategy of communication (Morsing, & Schultz, 2008). Besides, due to the nature of social media, the stakeholders can evaluate the posts as well as receive the information (Colleoni, 2013).

Apart from the health measurements taken due to regulations caused by the pandemic, all companies center their CSR posts on either ethical or philanthropic dimensions. It is clear that Delta mostly shares CSR posts related to ethical responsibilities focusing on cultural diversity, racism, and gender equality issues. The company benefits from the storytelling strategy in its post captions by sharing the stories of its stakeholders to touch upon societal issues. Lufthansa mostly puts its attention to philanthropic responsibilities by providing voluntary services such as bringing the citizens home and contributing to the global supply chain, supporting health professionals, and charity activities. The company pays attention to including its experts in its

posts to ensure its stakeholders that they are receiving the most updated and accurate information. Additionally, Lufthansa encourages its employees who have medical backgrounds to help health professionals to save lives during the pandemic. Lastly, China Southern spotlights legal, ethical, and philanthropic responsibilities in its CSR posts giving attention respectively to COVID-19-related health measurements, sustainability, voluntary actions to tackle the pandemic, and charity events to meet society's needs. China Southern sometimes makes use of storytelling strategy as Delta does. The company shares quotes from its stakeholders where they express their feelings. Another outstanding element especially in its CSR posts related to COVID-19 is that the company illustrates its employees as heroes for putting up with all of the disturbing restrictions such as wearing protective clothing for hours and appreciates their efforts along the way. Overall, this study suggests that all three companies mostly give importance to ethical and philanthropic dimensions of CSR and they keep the profit in the background during the pandemic.

5.2 Limitations and Future Recommendations

Since there is a significant gap in the literature in terms of the period and the medium of analysis, this study encounters several limitations. Because the COVID-19 pandemic is still a recent incident and its effect is still experienced, there is limited CSR research conducted specifically during this period of time. Likewise, as mentioned before, academic research on CSR analysis on Instagram posts is found to be limited. Therefore, as a researcher, I benefit from different theories and studies within the frameworks of conceptualization of CSR and CSR communication during my analysis. Future research should center more around the social media platform Instagram as a means of companies' CSR communication. It is important in the sense that social media enable companies to communicate with their stakeholders more often. Besides, stakeholders are no longer only receivers, but they are also involved in the process by discussing the content, thus creating two-way communication. This supports create a trustworthy relationship between two parties. Being one of the most used social media platforms, Instagram helps reach more targeted audience. Research on this platform could boost shaping the future of CSR communication.

In terms of the research purposes of this thesis, the data collection occurs depending on some pre-established criteria. Yet, I merely depended on my own judgments while identifying

the CSR posts of the companies. I had some difficulties during this process because of the lack of a fixed definition of CSR efforts in the literature. Even though I went through each of the posts shared by the companies to identify the CSR posts, there were some posts that I decided to exclude from my data list during the analysis because of unrelated content. Nevertheless, the method section provides all the necessary information on the data collection process and the ground rules that I set to increase reliability. As a result, the number of data reached a saturated size. I collected my data manually not to miss any important detail of the content itself. However, future studies can also define some keywords to define CSR posts and avoid any confusion during the data collection process.

Another limitation of this research is focusing only on one specific industry, aviation. As indicated before, the pandemic has hit almost every industry worldwide. Hence, I recommend future studies focus on the companies from other industries. In addition, due to the limitation of data I can analyze for this thesis, I could only focus on three global companies. Even though I tried to select airline companies from different parts of the world with the purpose of revealing possible cultural impacts on the results, it is not representative enough for each country and culture. Besides, to be able to see a clearer picture of which type of CSR content or CSR communication strategy the companies employ in general, future research can compare the posts before and during the pandemic.

Finally, this thesis merely centers on the social media platform Instagram to be able to examine how the companies communicate their CSR initiatives. Regarding ethical considerations, I cited each post used as an example in the results section of this research and provided a detailed appendix including the information of post caption, publication date, and web link of the posts. Although I have a sufficient amount of data for this specific research, a recommendation for future studies should be to analyze CSR posts of the companies on different social media platforms to recognize if there is any difference in content and the way they are communicated through.

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Appendices

Appendix A – Details of data collection

Company Name	The number of followers	Total number of posts	The number of CSR posts	The number of CSR Content: Image	The number of CSR Content: Carousal	The number of CSR Content: Video
Delta	1.1M	277	65	55	7	3
Lufthansa	1.4M	401	46	14	6	26
China Southern	258K	708	76	67	6	3

Appendix B – Code Volume of the Types and Strategies of CSR

Company Name	Explicit CSR	Implicit CSR	Best in	Best for
Delta	51	29	33	49
Lufthansa	14	28	29	14
China Southern	41	35	52	24

Appendix C – Coding frame

Themes	Sub-categories	Illustrative quotes
Economic responsibilities	Self-promoting	"Thankful to Delta for providing peace of mind during this global pandemic along with complimentary drinks, upgrades, bags, vacant seats beside every person, hand sanitizer, seat wipes, and smiles!" - @skylar777, Gold Medallion Member. [...].
	Health measurements for COVID-19	To accompany you on your journey around the world – that is our passion. And that is why we support #ZusammenGegenCorona. We are already looking forward to the travel year 2022. #SayYesToTheWorld #Lufthansa
Legal responsibilities	Health measurements for COVID-19	We do everything for your health and safety. Our highly efficient filters ensure the best air quality and a complete exchange of air every three minutes. We kindly ask you to wear a face mask – it’s always handy to pack a second one for change during your trip. Watch the video for further information on continuous distancing measures at the airport and contact-free boarding. #WeCare
Ethical responsibilities	Cultural diversity	"I am proud to be a first-generation, Paisa (which means I’m from Medellin), Colombian-American, ATLIen Latina. It took me over 20 years to become a U.S. Citizen. Immigration documentation and lawyer fees, time, travel restrictions, academic limitations, emotional and psychological stressors, major personal life changes were the price my family and I paid to have the right to use our voice and submit our ballots. [...].
	Black community	[...] "The 'Black Girl Magic' movement has had a big influence on my life. It includes so many amazing Black women, identifying the extraordinary things that we are doing; excelling and being successful" [...].
	Gender equality	[...] My advice for women and future generations is don't let statistics or photos discourage you. If you don't typically see photos of your race or gender in that role, be the first!" - Jackie A. - Pilot Development Program Leader, #ATL We're grateful for employees like Jackie who are inspiring women every day to overcome stereotypes and follow their dreams.
	Sustainability	Last year, we retired over 200 older aircraft and replaced them with newer, more fuel-efficient planes, like the A330 neo. It's just one of the many ways we're following through on our commitment to becoming carbon neutral - because you shouldn't have to choose between seeing the world and saving the world.

Philanthropic responsibilities	Voluntary actions and services to tackle COVID-19	Since the first shipment of COVID-19 vaccine on February 8 this year, we've delivered vaccines to 15 countries abroad and 20 cities in China. On November 30, CZ5077 arrived at Sukarno-Hatta International Airport in Indonesia with 4 million Sinovac vaccines. Meaning that our vaccine delivery now breakthrough 100 million doses. #CSAir #COVID-19 #vaccine
	Supporting health workers and stakeholders	Since the pandemic, Tian Jing has always been on the frontline. She has never hesitated before the heavy protective suit, and she was on flights to the affected area whatsoever the situation is to fly medical staff into the theatre of campaign against COVID-19 and bring people back to their home. #COVID19 #csairStory
	Charity	"What do I love the most about October? Getting to raise money and offer support to all of these amazing people who have battled and continue to battle breast cancer." [...].

Appendix D – Volume of the content

Themes	Sub-categories	Delta	Lufthansa	China Southern
Economic responsibilities	Self-promoting	11	15	2
	Health measurements for COVID-19 (Economic Responsibility)	5	21	6
Legal responsibilities	Health measurements for COVID-19 (Legal Responsibility)	47	44	41
Ethical responsibilities	Cultural diversity	71	0	0
	Black community	61	0	0
	Gender equality	55	6	0
	Sustainability	5	3	34
Philanthropic responsibilities	Voluntary actions and services to tackle COVID-19	19	30	30
	Supporting health workers and stakeholders	25	18	24
	Charity	4	21	9

Appendix E – CSR Posts Mentioned in Results

Company Name	Post Caption	Publication	Link
Delta	In partnership with the Global Center for Medical Innovation (GCMi), our Delta Flight Products team has jumped in to support the frontlines of COVID-19 response. Using aircraft interiors manufacturing capabilities, we're making thousands of high demand face shields to protect healthcare professionals. GCMi designed and Delta made, together supporting our healthcare heroes.	April 3, 2020	https://www.instagram.com/p/B-fyMfBlkAe/
Delta	"Jets need love too — today I volunteered to help deep clean & sterilize one of our Delta planes. We bathed her & performed a top-to-bottom interior cleaning to ensure she's ready for our customers when they are ready for us. ✈️ #DeltaProud" Photo: Jamar H. - Network Planning MBA Associate, #ATL	May 15, 2020	https://www.instagram.com/p/CANjWAmlvnF/
Delta	Amid the challenges that COVID-19 has presented, the important work of the Delta Honor Guard has continued. The Delta Honor Guard is a volunteer group of employees dedicated to caring and honoring fallen soldiers during their travels home. When a soldier is transported to their final resting place, they are met by family, military personnel and the Delta Honor Guard, who march with flags from all five military branches. For over 15 years, Atlanta employee Brian has led our Honor Guard ceremonies showing respect to those who have made the ultimate sacrifice. Brian has continued to make sure these honorable moments continue when our fallen heroes arrive, so they receive a proper ceremony for their service to our country. "I feel honored to be able to serve on the Honor Guard team and take this responsibility as if it was my own family member. It's a sobering experience to stand in tribute, but it's our way of serving our country and ensuring our heroes are well cared for on their journey home." - Brian, Honor Guard Coordinator - #ATL To all the fallen heroes who have fought for our freedom, thank you.	May 25, 2020	https://www.instagram.com/p/CAnOmgnFMsS/
Delta	"Growing up with my Black, Asian, Latino and white family and being surrounded with friends from different backgrounds has provided me with a sense of embrace for all humanity because I learned to appreciate what makes people different, unique, intriguing, interesting and inspiring. The world has seen amazing athletes, singers, actors, poets, doctors, lawyers and leaders face bias and prejudice due to the color of their skin. Imagine adding an additional layer of bias by being part of the LGBTQ+ community. Even within the LGBTQ+ community, sometimes there is a disconnect between race relations and ethnic backgrounds. I, myself, have been judged because of these disconnects. I've been able to get the most amazing support by communicating with my family, coworkers, friends and allies. Even if it's hard or uncomfortable to discuss the "how" in the Black and LGBTQ+ world, the end product of candid conversations is a higher level of understanding that can only drive one thing: change." - Christian A. - Care Concierge Specialist, #ATL Being a global airline means we are a global family. A family made up of every race, gender and orientation. Because no matter where you're from, how you identify or who you love, the world where we show our true selves is the world we'll keep on connecting.	June 23, 2020	https://www.instagram.com/p/CByD-tTASF9/
Delta	The injustices we've recently seen remind us that diversity and equality shouldn't only be talked about by underrepresented populations – but by all.	June 26, 2020	https://www.instagram.com/p/CB6Ea4uljpV/

	<p>This week, we hosted a company town hall where CEO @edbastian sat down with lawyer, activist and author Bryan Stevenson to discuss his experiences dealing with racism and social injustice, and the important work he's doing at @eji_org.</p> <p>Let's talk about it: how can you be a good ally? Comment below, then head to our Stories to see what our employees had to say.</p>		
Delta	<p>We know flying may seem a little overwhelming right now. Between masks, social distancing and staying safe, there's a lot to think about. Rest assured, we've thought of everything you need to stay safe while traveling, so all you'll have to do is enjoy your trip - that's the Delta CareStandard.</p> <p>To see each layer of protection we've put in place for you on board, tap the image and click on an account to find more info.</p>	August 12, 2020	https://www.instagram.com/p/CDzCD3zF-uS/
Delta	<p>"I remember my first day at Delta Air Lines as I walked through the Flight Attendant Training Center halls. That's right, after receiving an undergraduate degree from Hampton University, I joined Delta as a Flight Attendant. That first day filled me with a range of emotions: the excitement in starting a new career, the uncertainty of being accepted, and an insane pressure to succeed. As my career progressed, I began to take these emotions as a condition of being a Black woman in corporate America.</p> <p>Acceptance is a universal desire, but being an ambitious, working woman in corporate America creates additional pressures, including the likelihood of isolation and failure. Add the blessing of being African American, and you have a greater probability of not achieving your goals.</p> <p>More than once, I've been guilty of shrinking myself to allow others to feel more comfortable. It can be exhausting, surfing through the constant advice women often receive: "Speak up." "Ask for what you want." "Earn your seat at the table." while also hearing "Don't be aggressive, or sharp or too direct, you don't want to be seen as intimidating."</p> <p>With maturity has come the confidence to embrace my authentic voice. There are still moments when I reflect on all the advice, particularly when I may be the "only one" in the room. Now, these reflections reinforce a need to be true to me versus working to fit someone else's idea of how a woman should show up.</p> <p>My advice? Use every new suggestion to further define your authentic self, then get to work. We have to play an active role in creating the working world we know we deserve."</p> <p>- Sandy G. - SVP of Airport Operations</p> <p>Here's to the disruptors, shakers and powerhouses that fuel our engines. We're lucky to have Sandy as a pillar of our business, and know the work is not done in becoming a more just and equitable company for all.</p>	August 26, 2020	https://www.instagram.com/p/CEWhe0KggR4/
Delta	<p>"What do I love the most about October? Getting to raise money and offer support to all of these amazing people who have battled and continue to battle breast cancer. This uniform already means so much to me, but to also be able to accessorize in all pink is heaven! I love hearing the stories and personal experiences from survivors regarding their journey and path to overcoming their challenges and struggles.</p> <p>I'm also ecstatic and encouraged by the thousands that are currently fighting and living each day as if it were their last. There is so much optimism and hope nowadays as we strive another day closer to a cure. For those currently: stay strong, stay positive, stay blessed, and kick cancer's butt! You are much stronger than you think." - Jonathan S. - Flight Attendant, #JFK</p>	October 9, 2020	https://www.instagram.com/p/CGIJ3h4lgWC/

	In this family, no one fights alone. Join us and donate to @BCRFcure at the link in our bio to support life-saving research.		
Delta	<p>"Now more than ever I'm incredibly proud to be a Delta employee and Flight Attendant and let me tell you why...</p> <p>A few weeks ago Delta officially launched a new internal initiative for Flight Attendants called the Diversity, Equity & Inclusion (DE&I) program and I just received my uniform pin indicating that I am a DE&I Ally!</p> <p>The goal of the program is to have allies spark compassionate and thought-provoking conversations between employees in an effort to understand each other more and empathize with the struggles that some employees face that others might not.</p> <p>Although this program just launched, Delta has held quarterly Diversity & Inclusion forums for Flight Attendants for years and began work on this program long before the recent tragedies that sparked worldwide outrage and increased dialogue about how Black lives are treated in our society.</p> <p>This commitment to true change is what makes me extra proud to be a Delta employee and I'm incredibly honored to be a small part of the journey to becoming a better, more compassionate, more empathetic and more just workplace and society." - Noah K. - Flight Attendant, #JFK</p> <p>The vulnerability we all feel at the confluence of the pandemic and racial injustice happening across our world is real. By listening and learning, we can better understand one another and our individual experiences to help move towards a stronger, more equitable future.</p>	October 30, 2020	https://www.instagram.com/p/CG9_PQMOQG/
Delta	<p>"Thankful to Delta for providing peace of mind during this global pandemic along with complimentary drinks, upgrades, bags, vacant seats beside every person, hand sanitizer, seat wipes, and smiles!" - @skylar777, Gold Medallion Member</p> <p>Ready to welcome you back to the skies with peace of mind.</p>	November 10, 2020	https://www.instagram.com/p/CHa_dwwJGyl/
Delta	<p>From monitoring temperatures of shipments to tracking deliveries, the Delta Cargo team is working 24/7 to transport the COVID-19 vaccine around the country.</p> <p>See how it works at the link in our bio.</p>	January 9, 2021	https://www.instagram.com/p/CJIGjaQBx21/
Delta	<p>This MLK Day, we're inspired by these powerful words Dr. Bernice A. King shared with us at a recent company event. Doing the necessary work requires us to be truthful with ourselves, even when that truth hurts.</p> <p>Over the past year, America has been reckoning with the truth of racism in this country and the reality that we have a lot of unlearning and relearning to do. At Delta, we are continuing to do the work of Dr. Martin Luther King Jr. and living his legacy of creating a more just, equal and equitable world for all people.</p>	January 18, 2021	https://www.instagram.com/p/CKMF-BghyBL/
Delta	<p>Black History Month honors the people, movements and heritage from Black culture that have shaped our country. This month, we're continuing to amplify the voices of our employees by celebrating the moments that have impacted their lives.</p> <p>"The 'Black Girl Magic' movement has had a big influence on my life. It includes so many amazing Black women, identifying the extraordinary things that we are doing; excelling and being successful.</p> <p>What started off as a hashtag ended up being a way to celebrate and highlight the beauty of the Black woman promoting self-love. And ever since then, 'Black Girl Magic' has become a symbolic concept that has been adopted worldwide. It defines the Black heritage and culture that exists today. It is a positive, impactful space for women like myself where</p>	February 5, 2021	https://www.instagram.com/p/CK6wm5cF_bK/

	<p>we can find women all over the country who look like us and are thriving.</p> <p>People really need to be intentional in making others feel comfortable no matter what distinct differences they may have. I have been fortunate enough to have met some allies here at Delta and I must say it makes a huge difference to have professionals and leaders who don't judge a person based on their appearance, race or job title. Instead, they support me and appreciate the value that I bring to Delta." - Stayce M. - Supply Attendant, #ATL</p>		
Delta	<p>One of the first steps in creating change is driving awareness and education around racism, even when those conversations are difficult. Since the start of the COVID-19 pandemic, there has been a rise in violence, harassment and discrimination against the Asian American and Pacific Islander community. These incidents have deeply impacted our AAPI friends, families, employees and customers.</p> <p>As an anti-racist, anti-discrimination global airline, we stand with this community against this hatred and violence and will continue to take action to build a safer environment for all.</p>	March 12, 2021	https://www.instagram.com/p/CMVXK9_LsSK/
Delta	<p>Yesterday's acts of violence in our hometown were horrifying reminders of the hate that exists in our world. This violence, no matter the motivation, is devastating.</p> <p>To the families impacted & our Asian American & Pacific Islander communities: we hear, see & stand with you.</p>	March 17, 2021	https://www.instagram.com/p/CMiQNbtrT7I/
Delta	<p>"Shoutout to Delta for stepping up + providing their flight museum as a mass vaccination site. It brought me to tears, not only getting the vaccine but looking at the travel opportunities that await me. Bravo Delta 🙌 " - @create.gather</p> <p>We're proud to work with the state of Georgia to help save lives and bring everyone closer to again exploring the world we all love, and hope this model can be replicated in other states. Visit the link in our bio for more information, including how to register for a vaccine in Georgia.</p>	March 24, 2021	https://www.instagram.com/p/CMzhfLHsGFG/
Delta	<p>Last year, we retired over 200 older aircraft and replaced them with newer, more fuel-efficient planes, like the A330 neo.</p> <p>It's just one of the many ways we're following through on our commitment to becoming carbon neutral - because you shouldn't have to choose between seeing the world and saving the world.</p>	April 7, 2021	https://www.instagram.com/p/CNXgfuXM_9j/
Delta	<p>"To have Asian Pacific American Heritage Month widely recognized is a testament to how far we have come as a country. With the recent attacks on AAPI communities nationwide, it is an important reminder that we still have a long way to go for diversity, inclusion and acceptance.</p> <p>In order to move forward together, we need to not forget about the past, the struggles and the discrimination that our AAPI community has gone through.</p> <p>For example, in a recent country that my husband and I visited, people of my ethnicity are often viewed as domestic servants to the wealthy. At our hotel, I would frequently get stopped and asked to prove that I was a hotel guest and not a solicitor. Through the duration of our weeklong stay, this happened to me on a daily basis: from coming back from the gym, walking around the beautiful hotel grounds and even walking back from dinner with my husband.</p> <p>Some of the ways people around me have been supportive include listening, learning and empathizing. The power of these actions can heal a lot of emotional wounds and bridge a cultural gap." - Polrit D. - Flight Attendant, #LAX</p> <p>Truth and justice come from acknowledging the past and then moving forward on a</p>	May 3, 2021	https://www.instagram.com/p/COa3mqmpIir/

	different path. By having compassion for others and embracing our differences, together we can build a stronger more equitable future.		
Delta	<p>"I have worked for Delta for 8 years. I've been in various roles but mostly in pilot hiring. The aviation industry is male-dominated, but especially in the pilot group. The most common question I get asked when someone finds out I work for an airline is, 'Are you a flight attendant?' This is ironic to hear when part of my job is to promote diversity in pilot hiring. Comments like that are motivation for me.</p> <p>I am surrounded by friends, coworkers, and leaders who are all champions of diversity, equity and inclusion. My parents have been my biggest influences. They have provided me all the opportunities I needed to get to where I am today and I am forever grateful, but not everyone grows up with that type of support and assistance.</p> <p>My advice for women and future generations is don't let statistics or photos discourage you. If you don't typically see photos of your race or gender in that role, be the first!" - Jackie A. - Pilot Development Program Leader, #ATL</p> <p>We're grateful for employees like Jackie who are inspiring women every day to overcome stereotypes and follow their dreams.</p>	August 26, 2021	https://www.instagram.com/p/CTCunhyt4Gf/
Delta	<p>This week, Delta people mobilized to support the U.S. government's activation of the Civil Reserve Air Fleet, transporting Afghan evacuees to safety and helping them prepare for life in their new homes.</p> <p>Seeing hundreds of men, women and young children boarding with so few bags showed the immediate challenges facing these evacuees. When flight Captain Joe M. greeted the departing passengers, he was hit by the gravity of the moment: "that's all they have, that they left their country with."</p> <p>On behalf of the employees working around the clock to make these flights possible, we're humbled to use our time and resources to support those who need it most.</p> <p>Flight Attendant Kurt W. perhaps said it best: "These people have been through a world of hurt. Our care and compassion will bring love to everyone on board. That's what's most important."</p>	August 27, 2021	https://www.instagram.com/p/CTFi-qvDyA2/
Delta	<p>A water cannon salute was a fitting welcome home for gold medalist (and one of our very own members of Delta's Advisory Board on Disability!) @malloryweggemann as she arrived at MSP following record-setting wins in Tokyo.</p> <p>Congratulations, Mallory! We love to watch you fly. 🦅</p>	September 9, 2021	https://www.instagram.com/p/CTnO90NB3s/
Delta	<p>"During my travels, I've found that conversations with locals typically begin with 'where are you from?' As a Mexican-American woman born in Los Angeles to immigrant parents, this question always comes filled with complexity in ways the people who ask it don't always understand. I don't consider myself just American or just Mexican. I'm both, and I embrace both. In these small conversations, I've found this curiosity from strangers sparks understanding and learning.</p> <p>Hispanic Heritage Month is filled with so much sense of pride. The experience in America for my community has not always been an easy one, but this month represents how far we have come and how we continue to show resilience. This month is a month for celebrations with lots of traditional food - in my home, tacos of course! Music and dancing for 'las fiestas patrias' as we call them. It's a time to remember the history of our ancestors' independence from oppression, the Hispanic Americans whose shoulders we stand on and the impact we continue to work so hard to make.</p> <p>My strength comes from my family and the friends that I've connected with along my</p>	September 15, 2021	https://www.instagram.com/p/CT2l9X8tu4d/

	<p>journey. We all have different journeys, all beautiful in their own way. It's not always easy to look around a room full of people and be the only one that looks like you or talks with an accent like you, but when people show empathy and try to listen and understand, separating from biases, we find that we're not so different." - Milly B. - Sr. Marketing Analyst, #ATL</p> <p>Listening to each other's stories can not only help us learn from one another, but also build relationships that keep us connected no matter where we are.</p>		
Lufthansa	<p>Your health is our highest priority. That's why we protect it with #PhysicalDistancing. Find out more about our new distance rules at f.lh.com/GaPB</p>	March 30, 2020	https://www.instagram.com/p/B-W9YJ8ikvx/
Lufthansa	<p>As part of the government repatriation operations, we landed in Auckland on March 26 to bring stranded people home with our D-ABVY. A historic flight! We usually don't fly to this destination, so the 744 is the first Lufthansa aircraft in New Zealand. #WeAreInThisTogether</p>	March 31, 2020	https://www.instagram.com/p/B-Y_mBfC_n8/
Lufthansa	<p>For your future bookings, we want to give you the security of being able to adjust your travel plans at any time. That's why we are changing our ticket fare structure by extending the free rebooking option worldwide and to include all fares and prices. #Lufthansa</p>	April 3, 2020	https://www.instagram.com/p/B-hWjHliaHI/
Lufthansa	<p>We bring you back home safely – with about 130 rescue flights so far, Lufthansa has brought almost 30,000 people back to Germany. In doing so, we are even flying to places that we normally don't fly to, such as New Zealand or the Caribbean. What drives us is enabling everyone to be with their loved ones. And we will continue to do so: together with the German Foreign Office and tour operators, further repatriation flights are already in planning. We are grateful to all colleagues who make this happen. #WeAreInThisTogether #Lufthansa</p>	April 6, 2020	https://www.instagram.com/p/B-pIe3Nib9N/
Lufthansa	<p>A very special mission for six of our A330 – to deliver urgent medical products and to maintain the global supply chains, our passenger aircraft are currently flying around the globe as freighters with unusual cargo. Extended seats in Economy, Premium Economy and Business Class create plenty of space for the urgently needed goods. Also some of our A350 are currently carrying various medical freight to ensure adequate supplies. #WeAreInThisTogether</p>	April 24, 2020	https://www.instagram.com/p/B_XdrGACj-l/
Lufthansa	<p>Providing help where it is needed most: Like many other Lufthansa colleagues with medical backgrounds, flight attendant Sophie has decided to employ her skills where they are urgently needed. Whether at the Intensive Care Unit of the clinic Schwabing in Munich like Sophie, or in other medical centers in this country – we are proud to have such supportive colleagues. #WeAreInThisTogether</p>	April 28, 2020	https://www.instagram.com/p/B_hagsbis5u/
Lufthansa	<p>For the sake of your health and the health of your fellow travelers – we support the measure of wearing a face covering and kindly ask you to wear your own mask on your way to the airport and for the entire duration of your flight. #WeAreInThisTogether</p>	April 29, 2020	https://www.instagram.com/p/B_keeE7ion6/
Lufthansa	<p>"First Officer" above the clouds and a helping hand on the ground, in the clinic. Lufthansa pilot Maximilian Lehnert is currently working as a medic. We would like to express our sincere thanks to him and the medical specialists worldwide on International Nurses Day! You go above and beyond every day and are there for us around the clock – thank you. #Lufthansa #NursesDay</p>	May 12, 2020	https://www.instagram.com/p/CAFKwG1iJ2b/
Lufthansa	<p>Flight attendant Vicky is currently helping her friend, a farmer, by working in her rhubarb field. "Working outdoors in the fresh air, gathering the crop, is a great experience that brings you closer to nature," she says. #WeAreInThisTogether</p>	June 2, 2020	https://www.instagram.com/p/CA7NxJkCQbW/
Lufthansa	<p>#MeetTheExpert – Annette Mann Lufthansa</p>	June 16, 2020	https://www.instagram.com

	We are looking forward to welcoming more passengers on board again. But how can safety and hygiene be guaranteed in all areas? Annette Mann, Head of Onboard, Passenger Services & Product Management, informs about our measures. #MeetTheExpert #WeCare		m/p/CBfwSohiNFi/
Lufthansa	Our Flying Reporter Bastian is flying again. Join him on board and get informed about our current hygiene measures. #WeCare #Lufthansa	June 23, 2020	https://www.instagram.com/p/CBxgHQdC-zb/
Lufthansa	Book and travel without worries: With our return flight promise on European routes, we will bring you home safely in case of Corona-related problems at your destination. #HappyToSeeYouAgain #Lufthansa	June 29, 2020	https://www.instagram.com/p/CCBU7OicI01/
Lufthansa	#MeetTheExpert – Kai Peters Lufthansa With our “Bring me home” promise you can enjoy your summer holiday without worries. Kai Peters, Head of Passenger Experience Design, explains the new return flight promise on European routes. More information at: http://f.lh.com/Ezoe #MeetTheExpert	June 30, 2020	https://www.instagram.com/p/CCBU7OicI01/
Lufthansa	Are you planning your first flight in times of Corona? #FlyingReporter and LHG colleague Bastian takes you along and shows you how he experiences arriving at his destination in Milan. #stayinformed #WeCare	July 9, 2020	https://www.instagram.com/p/CCa2kSaiyko/
Lufthansa	#MeetTheExpert – Matthias Brazel Lufthansa Accurate travel planning is currently more important than ever before. For this reason, we offer our passengers a wide range of information possibilities. Matthias Brazel, Head of Passenger Services Hub Frankfurt, describes our services and measures for safe travel. #MeetTheExpert	July 21, 2020	https://www.instagram.com/p/CC5bxggiSaJ/
Lufthansa	Flying Reporter Bastian takes you behind the scenes to learn about Lufthansa's thought-out cabin cleaning concept. #WeCare	October 23, 2020	https://www.instagram.com/p/CGr7IC5hZrR/
Lufthansa	"Let's Get Together to Help the World" - we are very proud of Marika and Martin who recorded this wonderful song together with the help alliance kids. Learn more about the charity project and the associated fundraising campaign: f.lh.com/qTwo	December 21, 2020	https://www.instagram.com/p/CJD_fsSClym/
Lufthansa	Care&Confidence Well-informed for safe travel: Discover with our colleague Neda how we at Lufthansa protect your health on every trip. From mandatory wearing of masks to entry regulations, you'll find out everything that's important for flying these days. #Lufthansa	March 9, 2021	https://www.instagram.com/p/CMM5GkDieq1/
Lufthansa	After more than 150 repatriation flights that our crew have carried out worldwide in order to bring travelers home safely, it is time to say thank you! We are proud of our colleagues and grateful for these words. #WeAreInThisTogether	April 22, 2021	https://www.instagram.com/p/CN9z5W_qp7D/
Lufthansa	The world is colorful and that's what makes it so special! We all shine in our individual, beautiful colors – together we are a truly unique team! #Lufthansa #DIVERSITY	June 23, 2021	https://www.instagram.com/p/CQdq7bfqKM/
Lufthansa	Lufthansa help alliance iThemba With @help_alliance, dreams come true. More than 700 school children now find a place for education through the iThemba primary school project in Cape Town. Despite Corona, the school could be expanded again. Learn more at f.lh.com/GXGY	June 24, 2021	https://www.instagram.com/p/CQgIHpfKHwL/
Lufthansa	To accompany you on your journey around the world – that is our passion. And that is why we support #ZusammenGegenCorona. We are already looking forward to the travel year 2022. #SayYesToTheWorld #Lufthansa	December 7, 2021	https://www.instagram.com/p/CXLF2k7qOAH/
China Southern	For every passenger's safety, effective measures have been taken to ensure the freshness and cleanliness of the air in the recirculation system, including the regular replacement of HEPA filters, which is the abbreviation of High-efficiency particulate air filtration system. At present, our China Southern fleet is completely equipped with a HEPA system. Photo Credit: Chen Guangda	February 13, 2020	https://www.instagram.com/p/B8gMDsEnTTQ/

China Southern	In the air-conditioning system of modern civil airliners, the recirculation system is equipped with HEPA (high-efficiency particulate air) filters, which block the passage of 99.97% of bacteria and virus particles. The new generation filter material also has disinfection and sterilization effects. Photo Credit: Zhu Dengchang&Chen Guangda	February 13, 2020	https://www.instagram.com/p/B8f4X_snHFX/
China Southern	We are doing our daily cleaning and disinfecting of aircraft cabins after finishing a whole-day flight, to ensure passengers a safer flight environment!	February 14, 2020	https://www.instagram.com/p/B8jMPy3HHoc/
China Southern	To ensure passenger safety, China Southern has increased the standard and frequency of disinfection for its fleet. The updated plan stipulates the scope of disinfection to include the aircraft cabin space, toilets, garbage rooms, and other spaces; it also details the standards and procedures for the disinfection of equipment, medical and protective items and personnel.	February 16, 2020	https://www.instagram.com/p/B8oVzXcnjou/
China Southern	China Southern Airlines donated 10,000 sets of protective clothing, 10,000 surgical masks to Hubei Province and has transported these medical supplies to Wuhan on Feb. 9. We set off with love in 2020! #加油武汉	February 21, 2020	https://www.instagram.com/p/B81NzlxCV22/
China Southern	In order to control the further spread of the coronavirus infection and ensure the health of passengers and employees, China Southern Airlines has developed and implemented strict prevention and control measures regarding the epidemic. 1. Plan travel at reasonable times. 2. Wear a mask. Whether you are in the airport terminal or in the aircraft cabin, you should always wear a mask. 3. Take the temperature test voluntarily. China Southern Airlines always put the safety of passengers first.	February 25, 2020	https://www.instagram.com/p/B8_g_O3KV6/
China Southern	Worried about cabin cleanliness? You don't have to be worried. Do you want to know the answers to those questions? 1. From where does cabin air come? 2. How is a hygienic cabin environment created? 3. How does China Southern Airlines conduct disinfection during the current epidemic?	March 15, 2020	https://www.instagram.com/p/B9wcG0sDRf/
China Southern	We gave refits of some spare aircraft to transport medical supplies and grocery at our utmost. Now, this big fella has finished carrying goods to Kuala Lumpur successfully. #CSAir 📸WYANG00520	April 21, 2020	https://www.instagram.com/p/B_OfEq4pWQi/
China Southern	Thank you for protecting us! #labourday	April 30, 2020	https://www.instagram.com/p/B_nerPeJBgx/
China Southern	Young heroes wearing goggles devote themselves to the fight against COVID-19. #csairstory	May 27, 2020	https://www.instagram.com/p/CAAsYfYSpfHc/
China Southern	Ground crew tie a red ribbon on the luggage of the medical team, wishing them a safe return with success! #csairstory	May 28, 2020	https://www.instagram.com/p/CAuw-xDJk1D/
China Southern	On May 24, China Southern Airlines introduced 2 new Boeing 777 cargo aircrafts for freight transportation. China Southern Airlines is trying our best to enhance the capacity of international air transportation and stabilize the global supply chain during the COVID-19 pandemic. #COVID19 #csairstory	June 1, 2020	https://www.instagram.com/p/CA5AVJzn1HA/
China Southern	The C-shaped columns and bubble-shaped glass windows leverage the natural lighting, making the waiting hall well-lighted without electric light. Environment Protection, the Responsibility of All. Let's Do Our Part.#chinasouthern #CSAtoPKX	June 4, 2020	https://www.instagram.com/p/CBA6ibOH2tv/
China Southern	"My dad told me what he heard and saw after seeing a medical team off at the airport. I think medical workers are laborious. They go to work with airtight protective suit, and cannot be reunited with their families. This picture portrays a mother before and during	June 12, 2020	https://www.instagram.com/p/CBVlteiH2tv/

	the epidemic, who is both a mother and a daughter.” photo credit@Yinshan Xiong, 10 years old #COVID19 #chinasouthern		
China Southern	“My dad and my mom, are all anti-epidemic fighters and staff members of China Southern Airlines. They have shouldered the task of fighting against the COVID-19 epidemic together with medical workers and volunteers on the front lines.”Photo credit@Yixuan Zhang, 10 years old #COVID19 #csairstory	June 16, 2020	https://www.instagram.com/p/CBf0cbCnvNW/
China Southern	Battle Scares. The most beautiful Battle Scares. Be strong! #csairstory #COVID19	June 18, 2020	https://www.instagram.com/p/CBjoi-Bpesb/
China Southern	Since the pandemic, Tian Jing has always been on the frontline. She has never hesitated before the heavy protective suit, and she was on flights to the affected area whatsoever the situation is to fly medical staff into the theatre of campaign against COVID-19 and bring people back to their home. #COVID19 #csairStory	September19, 2020	https://www.instagram.com/p/CFTb-YVpC2u/
China Southern	The volunteers from China Southern Airlines walked into Zhongnan Hope Primary School in Yangdi Township, Yangshuo County, Guilin, sending their love into activities to help the students. The volunteers transmitted aviation knowledge in class and offered stationery, moon cakes and aid funds to the students.#csairnews #chinasouthern	October 19, 2020	https://www.instagram.com/p/CGhveWLPJXe/
China Southern	Start the Empty Plate action together with CSA to reduce food waste. #chinasouthern #csair	November 27, 2020	https://www.instagram.com/p/CIE3cd_HNCt/
China Southern	Happy International Children's Day! Today Liu Jiahang and Wangjiong who are supported by China Southern Airlines' One Dime Care Fund have successfully realized their dreams, they went to Beijing to visit Tiananmen square, experiencing works as a flight attendant on the flight CZ3123 at the same time. Whenever you choose us, you'll donate 1 dime to the fund, which will support the children in the countryside and those needed ones. #happychildrenday #csair #charity #FlyWithCsair #Tiananmen #Daxing	June 2, 2021	https://www.instagram.com/p/CPmatHVLtNe/
China Southern	Happy international environment day! Following CSAIR to save more greens and carbon emission. Join our Fly Green fun quiz game on Facebook, you'll have a chance to win \$30 amazon credits and 2500 mileages for free. From now to Jul 9th, 2021 12:00pm (UTC/GMT+08:00) JOIN NOW ! https://woobox.com/hw6rgn *All rights of the campaign reserved by China Southern Airlines *Due to force majeure causes, all awards and prizes are ONLY available to UK, USA, Australia, Canada, New Zealand *Due to variable currencies, Amazon credits are worth \$30 (US Dollars Value) *Free mileages require registration of CSIR Skypair membership, the registration process is FREE #internationalenvironmentday #chinasouthern #csair #FlyWithCsair #csairquiz	June 7, 2021	https://www.instagram.com/p/CPz7UvVrWJl/
China Southern	Over 3 billion doses vaccines are distributed so far, but how to trace now is a new question for many countries. Do you support #VaccinePassports or #Vaccinecode? and why? #FlyWithCsair	July 15, 2021	https://www.instagram.com/p/CRWXwlwsc80/
China Southern	China Southern Airlines has recently signed an agreement with the International Air Transport Association (IATA) to test the IATA Travel Pass application, making it the first airline in mainland China to participate in the IATA Travel Pass test. It will help to promote the integration of Chinese international travel health certificate with international	July 20, 2021	https://www.instagram.com/p/CRiEO5nFGt2/

	standards and to facilitate digital contactless travel for international passengers, at the same time, it will also support to effectively prevent the importation of COVID-19 cases. https://ecs.page.link/gmvkk #csairservice #FlyWithCsair #IATA		
China Southern	In order to recover Zhengzhou's daily life and assist in flood prevention and disaster relief, China Southern Airlines implemented 89 inbound and outbound flights at #Zhengzhou Xinzheng International Airport, meet the needs of passenger travel and material transportation. #csair	July 25, 2021	https://www.instagram.com/p/CRu542LsJLM/
China Southern	Protect endangered sea turtles,save the colorful diversity world [a whale, a badger, hippopotamus, a camel, and a turtle emojis] #wildlife #protectearth	October 12, 2021	https://www.instagram.com/p/CU6XAPHtzc/
China Southern	Along with the Auckland-Guangzhou route, our Always Caring For You Campaign distributed hotel quarantine kits along the Vientiane and Kuala Lumpur routes. To help you travel more safely, Anti-epidemic kits will be distributed on more traditional holidays #CSAir #NZTE	October 14, 2021	https://www.instagram.com/p/CVAoqbtMT6Z/
China Southern	CSAir promotes the concept of "green, harmonious, and innovative", and is committed to the move towards green, low-carbon, and #sustainable development, offering passengers a truly "green journey". Join us "Fly Green" and help make the blue sky purer! 🌿 #FlyGreen #FlyWithCSAir	October 20, 2021	https://www.instagram.com/p/CVQJdR8LzHf/
China Southern	#CSAir flight CZ6043 left early on November 10th with 30 boxes of Hunan hairy crabs to Nairobi, Kenya. This was the first shipment of seafood from Hunan to Africa. 🦀	November 17, 2021	https://www.instagram.com/p/CWYM1VQMrbA/
China Southern	Since the first shipment of COVID-19 vaccine on February 8 this year, we've delivered vaccines to 15 countries abroad and 20 cities in China. On November 30, CZ5077 arrived at Sukarno-Hatta International Airport in Indonesia with 4 million Sinovac vaccines. Meaning that our vaccine delivery now breakthrough 100 million doses. #CSAir #COVID-19 #vaccine	December 1, 2021	https://www.instagram.com/p/CW7myiaM2YI/