



MASTER THESIS

**AN ONLINE SOCIAL MOVEMENT
PROCESS IN THE CONTEXT OF A CSR
INITIATIVE:
INTERNAL CAPACITY, AFFECTING
THE CROWD AND MNCS' CSR
DECISION MAKERS**

Author:	Olga Jurriens
Student number:	S1380370
University:	University of Twente
Program:	MSc. Business Administration
Faculty:	Behavioural management and social sciences
First supervisor UT:	Dr. M.L. Ehrenhard
Second supervisor UT:	Dr. R.P.A. Loohuis
Date of colloquium:	23-02-2017

Management summary

Nowadays, the increasing importance of corporate social responsibility, also referred to as CSR can be recognized. Increasingly, MNCs act on this CSR trend and make CSR budget available to invest in CSR initiatives on the market. Therefore, many innovative firms want to exploit this opportunity and take advantage of it and therefore come up with an innovative new CSR initiative they want to implement or sell on the market. One interesting subtle way in today's competitive arena which might be used by organizations to reach a certain goal of social institutional change is by a so called social movement with collective action (Rama, Milano, Salas & Liu, 2009). In a social movement, organizations together with individuals of the crowd, can put pressure and challenge and broaden the interests of business decision makers of MNCs to trigger them to invest in the CSR initiative (Den Hond & de Bakker, 2007). These organizations initiating a social movement around a CSR initiative, should mobilize individuals of this crowd. To do so, these organizations are forced to act on the digital revolution going on and use new types of media for a social movement, with social media in specific (Hitt, Ireland, Camp and Sexton, 2001). In addition, next to this online way to indirectly reach business decision makers to invest in the initiative, literature moreover states that it is important that the organization creates internal organizational capacity as well. Therefore, the research question is: *How does a social movement process evolve in terms of the internal organizational process, affecting the crowd and thereby indirectly affecting the MNCs' CSR managers decision making in the context of a new innovative CSR initiative?* To investigate this a real life case process study has been executed from which the internal organizational process around the initiated social movement has been analyzed from a strategic entrepreneurial perspective, the online social movement has been analyzed by looking at social media engagement numbers and finally the business decision makers side has been analyzed by conducting interviews with CSR managers who are the ones able to invest in the CSR initiative in question. By doing so, the findings of this research show that the internal organization process largely determines if process in a social movement is made. Especially management support, commitment and daring to step away from the dominant logic are key to realize if one wants to make progress. Concerning the social movement itself, findings show that it is hard to mobilize and engage the crowd by use of social media and that slacktivism is present to a high extent in the context of a CSR initiative from which the bond of identification seems to be low. Furthermore, reaching CSR managers with this crowd engagement was hardly imaginable in this research due to the dissatisfying amount of engagement. Though, additional insights were gathered from these CSR managers, which show that these managers are not that sensitive for this crowd support to be triggered for any investment in a CSR initiative. Instead, these people would like to be informed, approached and triggered by use of a combination of personal contact and online ways of informing. Based on these findings the academic contribution and gaps filled is the fact that this research enriches the social movement literature in the context of a CSR initiative in which advocacy and support are central focus instead of protest actions of this crowd which is the focus in many available researches. In addition, the scarce academic literature available on the CSR decision makers is enriched with the findings of this research and the specific finding that these CSR decision makers do not perceive the influence of the crowd as leading compared to what is stated in many researches. Concerning the strategic entrepreneurship part of this research to analyze this social movement process around the CSR initiative in question, the findings mostly correspond with literature in the sense that dimensions of strategic entrepreneurship should be present to make progress in a social movement process.

Acknowledgements

By writing this master thesis, I have come to the end of the Master Business Administration and so the end of my time being a student. When searching for an appropriate topic and accompanied company for writing my master thesis, I was looking for an international oriented, growing and passionate company. Therefore, I'm glad that Delta offered me the chance to carry out my research, for which I fully got the freedom to design my research the way I desired. Even though there were many uncertainties and challenges in the project where my research is based on, it was very informative and great to witness the developments closely. Overall, this master thesis really enriched my scientific knowledge, academic capabilities and practical capabilities. Despite these benefits, writing a master thesis is quite, with both upsides and downsides. But at the end of the process, you look back on a heavy, though informative and enjoying experience which made that you can deliver something your satisfied with and proud of: your master thesis.

I could not have done all of this, without the support and help of all kinds of people around me. First, I would like to thank my company supervisor of Delta and all the other kind helpful people working at the company during my research for all the support, the ability to think along and more importantly for the pleasant experience. I really got the chance to develop myself as a person. In addition, I want to thank my supervisors from the University of Twente, Mr. Ehrenhard and Mr. Loohuis, for the feedback, judgement, guidance and knowledge I received while writing my master thesis.

Finally, I want to thank all the people in my immediate area such as my parents, my sister, my grandma, my boyfriend and my friends for all the support. Without all your encouraging words during this thesis and the last few years, I was probably not able to come to the point where I am now.

Olga Jurriens,

Wierden, February 2017

Table of contents

Management summary	2
Acknowledgements	3
1.0 Introduction	6
1.1 Research question	8
2.0 Literature review	9
2.2 Social movements & collective action	10
2.2.1 Collective action theory	11
2.2.2 Social media offering many benefits for a social movement	12
2.2.3 Importance of creating a fan base and motivating and mobilizing this fan base to participate and be active on social media	13
2.2.4 Motivating users to be active in a social movement	13
2.2.5 Three types of framing	14
2.2.6 Creating engagement: a key thing to ensure	14
2.2.7 When can a social movement or social activism be seen as effective?	15
2.3 MNCs' business decision makers and their evaluation of CSR initiatives to invest in	16
3.0 Methodology	18
3.1 Research design	18
3.2 Selection and sampling	19
3.2.1 Unit of analysis	19
3.3 Data collection & measurement	19
3.3.1 Time dimension	19
3.3.2 Data sources	20
3.4 Data analysis	21
4.0 Results and findings	23
4.1 The case study situation	23
4.2 The process from a strategic entrepreneurship perspective	29
4.2.1 The project team possessing a real strategic entrepreneurial mindset	29
4.2.2 A lack of management commitment and support: a present factor	30
4.2.3 Under capacity in terms of budget and human resources: a large bottleneck	31
4.2.4 Network of relationships not used to the fullest	32
4.2.5 The organizational transition as a determining factor in the process	33
4.3 The social movement; what happened during the entire process?	34
4.3.1 The sports event: the offline part of the social movement	34
4.3.2 Online campaigns run on Facebook	36

4.3.3 Facebook overall campaign engagement results	38
4.3.4 General organic Facebook posts engagement results	42
4.3.5 Facebook overall page engagement results	43
4.3.6 Instagram as a channel to create activism around the CSR initiative.....	43
4.3.7 Overall results of the online social movement around the CSR initiative by using Facebook and Instagram as channels to create engagement.....	45
4.4 Results interviews CSR managers.....	47
4.4.1 Job description & CSR strategy	47
4.4.2 Dilemma's faced with CSR	48
4.4.3 Core business alignment & Selectivity in making choices.....	48
4.4.4 Importance of knowing impact of investments	49
4.4.5 Triggered (offline vs. online) for new CSR initiatives	49
4.4.6 The role of the crowd.....	50
4.4.7 Recommendations regarding Gamma and Zeta.....	51
5.0 Discussion and conclusion.....	51
5.1 Key findings.....	52
5.2 Academic contribution	54
5.3 Practical implications.....	55
5.4 Limitations.....	56
5.5 Future research	57
6.0 References	58
7.0 Appendices	65
7.1 Script for the interviews with CSR managers	65
7.2 Description available and relevant Facebook measurements measured with Facebook built-in analytics.....	66
7.3 MailChimp outcome regarding send brochures.....	67
7.4 Characteristics general Facebook posts	67
7.5 Description available and relevant Instagram measurements measured	70
7.6 Results interviews CSR managers depicted within categories	70

1.0 Introduction

Nowadays, the increasing importance of corporate social responsibility, also referred to as CSR can be recognized. Although there is no uniform definition of CSR, it is all about behaving in socially responsible ways by integrating social and environmental concerns (Mohr, Webb & Harris, 2001; van Marrewijk, 2003; Hohnen, 2012). Firms are confronted with this increasing importance of CSR, since these firms are encouraged and suppressed by several types of stakeholders like customers, business partners, employees, suppliers, community groups, NGOs and governments to behave in a socially responsible way (Hohnen, 2012; McWilliams & Siegel, 2000; McWilliams, Siegel & Wright, 2006; Aguilera, 2013; Park & Ghauri, 2015). Therefore, increasingly, MNCs act on this CSR trend by formulating a CSR strategy and make a specific CSR budget available to invest in CSR initiatives on the market (Hohnen, 2012). Based on this reasoning, as a consequence many innovative firms want to exploit this opportunity and take advantage of it and therefore come up with an innovative new CSR initiative they want to implement or sell on the market. According to literature a CSR initiative is “socially responsible to the extent that corporate resources (e.g., money, labor) are allocated to activities that are intended to improve societal welfare” (Bhattacharya, Korschun & Sen, 2009, p. 260). Though this definition does not mean that the company may not benefit from the CSR initiative itself (Bhattacharya et al., 2009). To continue, caution should be given to purely selling a certain CSR initiative, due to the fact that selling a CSR initiative might result in quite some skepticism because a CSR initiative most of the times has to do with socially sensitive factors which calls for a subtle approach (Saat & Selamat, 2014). Therefore, one interesting more subtle way in today’s competitive arena which might be used by organizations to create wealth and reach a certain goal of social institutional change is by a so called social movement or collective action (Rama, Milano, Salas & Liu, 2009). A social movement can be seen as a form of collective action or campaign with public expression to reach a certain goal, common purpose or a preferred state in terms of reaching the targeted ones, either offline or online (Den Hond & de Bakker, 2007; Stein, 2009). Organizations which want to create a social movement around a CSR initiative, should mobilize individuals of the crowd as one type of stakeholders, to be able to reach a collective action and influence the so called enabling environment around a CSR initiative (Rama et al., 2009). This mobilization of individuals is important since literature states that stakeholders are the ones who might create an opinion about the CSR initiative and create a bond of identification with the company of the CSR initiative which contributes to the success of the organization of the CSR initiative and institutional social change (Bhattacharya et al., 2009). Therefore, these individuals are key to mobilize for a social movement. These individuals of the crowd together with the organization of the CSR initiative in question can put pressure and challenge and broaden the interests of target firms to behave in a more socially responsible way and perhaps trigger them to invest in the CSR initiative (Den Hond & de Bakker, 2007). For mobilizing these individuals for a collective action, organizations use communication strategies (Stein, 2009). Especially in today’s changing competitive landscape in which the digital revolution is altering the ways in which companies conduct business to create wealth, it is even more important to act on this changing landscape (Hitt, Ireland, Camp & Sexton, 2001). Therefore, these organizations initiating a social movement, more often rely on opportunities provided by new internet technologies due to the many benefits it offers and the experienced difficulties of using traditional media in social movements (Stein, 2009; Van Laer, 2010).

The internet as a fast, cheap, content-rich medium with a high reach, can play a significant role in creating engagement by bringing bystanders on-board and rapidly mobilize people, since online

social media platforms can be enabled by the rise of these Internet technologies (Stein, 2009; Van Laer, 2010; Hanna, Rohm & Crittenden, 2011). To expand on these social media platforms for a social movement, literature shows many benefits of social media in general like: enabling users to create, share and discuss content, possessing a high probability of spreading a message and make it heard, the possibility to gain supporters and followers, a large probability to influence others and being a highly interactive medium (Kietzmann, Hermkens, McCarthy & Silvestre, 2011; Chueng, Lee & Jin, 2011; Kaplan & Haenlein, 2010; Hanna et al., 2011; Effing & Spil, 2016; Cristache, Lukacs & Capatina, 2013). Altogether, social media might be essential to use in social movements to gather support and act as a platform for influence to reach a certain end goal (Hanna et al., 2011).

Now it is known that an organization which want to launch their innovative CSR initiative on the market by initiating an online social movement with collective action from individuals of the crowd as a type of stakeholders to indirectly reach business decision makers to invest in the initiative, literature moreover states that such an organization needs to develop internal organizational capacity as well in terms of strong organizational structures, leadership, communication lines, learning and so forth (Rama et al., 2009, p 466). Therefore, an interesting concept to take into account in this research is strategic entrepreneurship, since strategic entrepreneurship encompasses these aforementioned elements of organizational capacity and the fact that initiating a social movement with a new CSR initiative on its own actually can be regarded as a kind of opportunity exploitation and advantage seeking, which thus calls for enhanced strategic entrepreneurship (Hitt et al., 2001; Hitt, Ireland, Sirmon & Trahms, 2011; Kuratko & Audretsch, 2009).

Based on this reasoning above, this research contributes to literature in several ways and tries to fill different gaps in literature. The first contribution from an academic point of view, this research takes the perspective of striving for reinstitutionalization as a form of social movement for stimulating a new CSR initiative, which might contribute to the gap and scarce academic literature on pro-activism in contrast to the many researches about stimulating protests or deinstitutionalization (Den Hond & De Bakker, 2007; Martin & Kracher, 2007). Secondly, since online collective action for social movements is an upcoming trend as can be recognized by the upcoming published researches in the last few years, this research field can still be enriched (Van Laer, 2010; Stein, 2009). Thirdly, many research done in the field of mobilizing citizens by online social media platforms in the context of sustainability initiatives or products, are mainly focused on sustainable consumer retail products for a specific retail brand (Bhattacharya et al., 2009). In contrast to these researches, this current research focuses on a new CSR initiative from a more B2B oriented firm, requiring a considerable amount of investment compared to consumer retail products and with no end-user or crowd oriented targeting in the past which made that any kind of brand or bond identification could not have happened (Hohnen, 2012). Therefore, it is assumed that the approach for this type of process and the results of this study might shed a new light on the available literature on social movements and collective action in the context of a CSR initiative of which users could not have identified themselves with in the past due to a lack of a specific brand they could have bought something from. Furthermore, with regard to the B2B side of this initiative, searching in literature for the decision making process of MNCs with regard to investments in CSR initiatives, academic research is still scarce especially concerning the way in which CSR managers of these MNCs can be triggered or influenced due to online collective action by use of social media. Additionally, available research mainly focuses on all kinds of protest actions and demonstrations meant to influence MNCs to behave in a more socially responsible way instead of pro-activist or advocacy actions meant to really stimulate

additional investments in a positive way for new CSR initiatives (Martin & Kracher, 2007). Therefore, this research contributes to this gap and scarcity and provides insight in the way CSR managers of MNCs might be triggered by use of collective action or support from the crowd, how they want to be triggered for new CSR initiatives and how these managers make decisions for CSR initiatives in general. Finally, insights and lessons can be learned from the entire process of launching a new CSR initiative or product and the internal organizational bottlenecks and enablers might be detected from a strategic entrepreneurship perspective.

From a practical point of view, this research provides practical contributions to organizations which want to launch a new project in general and use social media to mobilize people around a certain CSR initiative or product from a strategic entrepreneurship perspective. Especially the approach and way to organize the launch of a new CSR initiative and the process in which citizens or the 'crowd' can be activated by use of social media which might perhaps influence business decision makers of MNCs, might become clear for organizations who want to launch a CSR initiative. Next to that, the way in which these CSR managers think, evaluate and make decisions might be valuable to know for organizations which want to target these CSR managers in the future in the context of a CSR initiative.

1.1 Research question

Based on this reasoning above, the aim of this research is to provide insight in the way a social movement process around a new CSR initiative evolves by looking in an integrated manner to the internal organizational process, while trying to affect individuals of the crowd by use of social media to get them engaged and indirectly affecting MNCs business decision makers to invest in a new CSR initiative. Herein the internal organizational process will be looked at from a strategic entrepreneurship perspective, the social movement process to mobilize and engage the crowd on itself will be analyzed by use of social media engagement data and the opinions of the business or investor side which might or might not become affected by this crowd embracing the CSR initiative, will be elucidated.

According to this aim the following research question has been formulated with the associated model depicted in Figure 1.

How does a social movement process evolve in terms of the internal organizational process, affecting the crowd and thereby indirectly affecting the MNCs' CSR managers' decision making in the context of a new innovative CSR initiative?

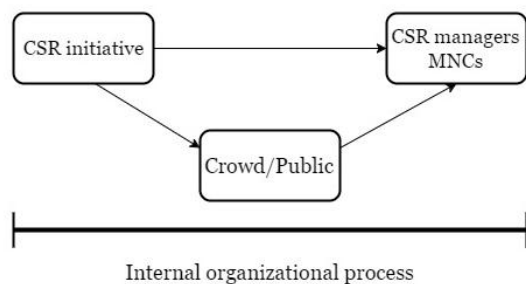


Figure 1. Research model

2.0 Literature review

Since the organizational launch of a CSR initiative itself and the combination with an online social movement can be seen as a process of opportunity exploitation and advantage seeking to set the CSR initiative in the market and the fact that literature explicitly states that sufficient internal organizational capacity should be developed for initiating a collective action in a social movement (Rama et al., 2009), the concept of strategic entrepreneurship is used as a kind of lens to analyze the entire internal organizational process under study with.

2.1 Strategic Entrepreneurship

Strategic entrepreneurship is a concept which is shaped by combining the separate concepts of entrepreneurship and strategic management (Kuratko & Audretsch, 2009). Although these two concepts were regarded as two separate concepts in the past, today there is no escape from the finding that these two should be integrated with each other and that not integrating these two concepts might result in failure (Dogan, 2015; Hitt et al., 2001; Hitt et al., 2011; Kuratko & Audretsch, 2009; Ketchen et al., 2007). Dogan (2015) states: "Today's business world has to be entrepreneurial and strategic in order to create wealth and to be competitive" (p.1288). When combining the two concepts of entrepreneurship and strategic management, the strategic entrepreneurship concept is constituted: "In short, strategic entrepreneurship is the integration of entrepreneurial (i.e., opportunity seeking behavior) and strategic (i.e., advantage seeking) perspective in developing and taking actions designed to create wealth" (Hitt et al., 2001, p. 481). So in short, it can be stated that it comes down to a combination of opportunity exploitation and advantage seeking to create maximum wealth and value for the organization trying to act in a strategic entrepreneurial way. Although this might sound relatively easy and short-sighted, theory proposes that strategic entrepreneurship entails many restrictions or dimensions to ensure that wealth, value and a competitive advantage is created for organizations (Hitt et al., 2011).

2.1.1 Dimensions of strategic entrepreneurship

Several dimensions of strategic entrepreneurship are mentioned in theory of which most are quite coherent and come together in the recently constructed input-process-output model of strategic entrepreneurship constructed by Hitt et al. (2011). First, an entrepreneurial mindset is necessary, which is being able to act under circumstances of high uncertainty and deal with it in a best way as possible (Ireland et al., 2003). Characteristics as flexibility, creativity, continuous innovation and renewal all belong to an entrepreneurial mindset according to Ireland et al. (2003). Furthermore, characteristics as being alert, early recognition and sensing of opportunities, and coping with uncertain circumstances belong to this mindset as well (Hitt et al., 2002; Hitt et al., 2011). All these characteristics seem to come down to stepping away from the well-known dominant logic within an organization, which are the well-known routines and mindset in the current way of doing business (Kuratko & Audretsch, 2009). It is even stated by Kuratko & Audretsch (2009) that "managers will often consider only information and intelligence that is believed to be relevant to the firm's prevailing dominant logic." (p. 5). So to step away from this dominant logic, a dynamic dominant logic is desired in which thinking in an innovative and non-linear manner is required (Morris, Kuratko & Covin, 2008; Hitt et al., 2011). Connected to this dynamic dominant logic, is being a learning organization (Wickham, 2006), which means that an organization should not only react to opportunities and exploit these, but learns from the outcomes in the entrepreneurial process and act on these learnings on that

moment and in similar situations in the future (Wickham, 2006). Closely related to this entrepreneurial mindset, is having an entrepreneurial culture, which is about having an organizational culture based on values as creativity in which opportunities and patterns are continuously being recognized even when complexity or uncertainty increases or is present and risk taking, tolerating failure, encouraging learning and innovations, and continuous change are encouraged and initiated (Ireland et al. 2003). These values which ensure an entrepreneurial culture can be stimulated by an entrepreneurial leader possessing the right type of leadership, as is also expressed in the following statement: "The leader and the organizational culture are interdependent; they are symbiotic, with the leader's judgments affecting the organizational culture and cultural attributes influencing a leader's future decisions and actions" (Hitt et al. 2011, p. 62). Entrepreneurial leadership is defined as "the ability to influence others to manage resources strategically in order to emphasize both opportunity-seeking and advantage-seeking behaviors" (Ireland et al., 2003, p. 971). Another definition of entrepreneurial leadership which is furthermore closely linked to the entrepreneurial mindset elements is the one stated by Kuratko & Audretsch (2009): "Entrepreneurial leadership can be defined as the entrepreneur's ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization." (p.7). Continuing on this entrepreneurial leadership performed by an entrepreneurial leader, this leader should also be able to manage resources effectively and strategically, which is another dimension of strategic entrepreneurship (Ireland et al., 2003). This managing of resources, also referred to as resource orchestration (Hitt et al., 2011), is an organizations' ability to manage both their tangible and intangible resources as efficient as possible and constantly evaluate connected capabilities (Hitt et al., 2011; Ireland et al., 2003). A distinction can be made in financial resources as a tangible resource and human resources or social capital as intangible resources (Ireland et al. 2003; Hitt et al., 2011). It is well known that without any financial resources, an organization can hardly grow and exploit opportunities (Hitt et al., 2011). Though, human resources and social capital are even as important to manage well, since these kinds of resources can sustain competitive advantage due to the fact that employees can absorb and transfer knowledge throughout an organization (Hitt et al., 2011; Hitt et al., 2001; Ireland et al., 2003). Regarding these human resources, another important dimension of strategic entrepreneurship is employees making use of one's own external network of relationships. These external networks are of large importance in today's competitive environment (Hitt et al., 2001). The main benefit of creating and having external networks is the provision of resources such as information, money and market potential (Hitt et al., 2001; Hitt et al., 2002).

Now that the concept of strategic entrepreneurship is defined with associated dimensions, this theory with the dimensions proposes that without the presence of the dimensions, operating in a strategic entrepreneurial way is hardly imaginable. This theory can be used later on to analyze the entire internal organizational developing process concerning an online social movement around a new CSR initiative. Consequently, it is necessary to describe social movement literature and collective action theory in combination with an online social media approach, since this is the type of direction which is central in this study in the context of a new CSR initiative.

2.2 Social movements & collective action

A social movement can be delineated as a collective action with public expression to reach a certain goal, common purpose or a preferred state (Den Hond & de Bakker, 2007; Stein, 2009). Social movements often occur due to the fact that an opportunity is being recognized by actors

or organizations concerning a social cause or situation which is lacking for some people in the world and should thus be changed (Tarrow, 1994). King and Pearce (2010) make a distinction in internal organizational social movements and more external focused social movements, also referred to using extra institutional tactics. Regarding this distinction, the focus in this research is on the external type of social movement, since it is tried to mobilize the external crowd of people into a collective action to express preferences about social change activities and herewith broaden the interests of business decision makers at MNCs regarding a certain CSR initiative (Den Hond & de Bakker, 2007). This all is related to the crowd being active and this activism or participation can thus be seen as groups of people collectively acting together to reach a goal of social or institutional change (Sandoval-Almazan & Gil-Garcia, 2014). According to Martin & Kracher (2007) two types of business activism can be distinguished: “those that support business practices (advocacy) and those that oppose business practices (protests)” (p. 294). In this research the focus is on the kind of activism in a social movement that support business practices compared to the many available researches on protests practices, since it is about gaining support for a certain CSR initiative. Theory states that all kinds of people of the crowd might feel that they should participate in a collective action in a certain social movement due to the societal changes which can be reached with it (Wiktorowicz, 2004). So this theory about social movements proposes and therefore creates the expectation that the crowd might be willing to participate in a social movement around a CSR initiative and that this crowd can play an influential role in influencing business decision makers for a certain CSR initiative meant for stimulating social change. To continue on the concepts of social movements and activism, literature states that “social movements are a distinct social process, consisting of the mechanisms through which actors engaged in collective action.”(Della Porta & Diani, 2006, p.20). It is even stated that this collective action is the basis and grounding for social movements (Tarrow, 1994, p.3; Bimber, Flanagan & Stohl, 2005).

2.2.1 Collective action theory

Collective action theory is about the fact that people share the same interests, and these interests might make them act collectively to achieve a certain goal (Olson, 1971). A collective action can be seen as consisting of five important elements for social actions, also referred to as the five C's by Kotler (1971). These five C's are respectively: “(1) *Cause*. A social objective or undertaking that change agents believe will provide some answer to a social problem; (2) *Change agency*. An organization whose primary mission is to advance a social cause; (3) *Change targets*. Individuals, groups, or institutions designated as the targets of change efforts; (4) *Channels*. Ways in which influence and response can be transmitted between change agents and change targets; (5) *Change strategy*. A basic mode of influence adopted by the change agent to affect the change target” (Kotler, 1971, p. 172). This collective action theory has some overlap with the characteristics or properties of a social movement, which are subsequently: a collective challenge, a collective purpose, social solidarity and sustained interaction (Sandoval-Almazan & Gil-Garcia, 2014; Tarrow, 1994). First a collective challenge as a property of a social movement, can be described as collective direct action directed against a certain group of people such as decision makers, authorities, cultural norms etcetera (Tarrow, 1994). Secondly, a collective purpose can be described as something such as common interests that makes users or actors act together in a social movement (Tarrow, 1994). Thirdly, social solidarity can be described as something necessary to create in a social movement if one wants solidary people who can identify themselves with the social movement (Tarrow, 1994). Finally, the last property making

up a social movement, which is sustaining collective action, is perhaps the most important property, due to the fact that sustained collective action within a social movement can create the largest impact and the largest chance to reach the end goal of a movement in which continuous collective action is obviously needed (Tarrow, 1994). All these properties making up a social movement together with collective action leads to the proposition that these properties all are important to consider and ensure as an organization which want to reach a certain goal and needs to gather support of users for collective action around a CSR initiative.

To specifically further expand on the communication or channels necessary to reach a certain social movement goal, organizations with the goal of initiating a social movements and creating participation around an initiative, initially relied on traditional communication strategies by using traditional mainstream media (Kim, Kim & Yoo, 2014; Stein, 2009). However, these mainstream media caused some difficulties with regard to organizing and mobilizing people (Kim et al., 2014; Stein, 2009). Because of these difficulties and reinforced by the tremendous rise of the changing market and era of new internet technologies, organizations which want to stimulate participation and reach a certain goal with a social movement, more often rely on the new types of communication technologies to better spread ideas and viewpoints, mobilize the public or the crowd and make use of the many benefits of new communication (Kim et al., 2014; Stein, 2009).

2.2.2 Social media offering many benefits for a social movement

Due to the rise of the internet, many opportunities were created for organizations which want to organize a social movement and stimulate collective action around a certain initiative (Van Laer & Van Aelst, 2010). First of all, the internet is a fast, cheap, content-rich medium with a high reach which might result in rapid diffusion, better organization, communication and mobilization efforts to reach a critical mass of people to gain support from for a certain social movement around a CSR initiative (Stein, 2009; Van Laer, 2010; Hanna et al., 2011; Martin & Kracher, 2007; Ghobadi & Clegg, 2015). Additionally, the internet can play a significant role in creating engagement by bringing bystanders on-board and creating a collective identity (Hanna et al., 2011; Van Laer, 2010). So due to the new internet technologies, the online activism concept can be regarded as an upcoming result, creating new forms of activism for social movements (Van Laer & Van Aelst, 2010). Online activism can be defined as “the practice of using computer technology to support or oppose an agenda or cause” (Martin & Kracher, 2007, p. 294). Within this online activism a distinction can be made between internet-based activism and internet-supported activism according to Van Laer and Van Aelst (2010). Whereas internet-based activism is a type of online activism in which activism is purely based on using the internet as a way to reach a certain end goal, the internet-supported type of online activism refers to traditional offline social movements which are supported by use of the internet next to it (Van Laer & Van Aelst, 2010). Next to these benefits and use of internet technologies in general, especially social media creates additional benefits for the empowerment and influence of citizens of the crowd. Kaplan and Haenlein (2010) define social media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and allow the creation and exchange of User Generated Content” (p.61). Social media platforms, which are for example Facebook and Instagram, provide a place for the creation of meaningful exchanges and have changed the role of users as passive information consumers to active contributors (Hanna et al., 2011; Shang, Wu & Li, 2016; Benthous, Risius & Beck, 2016; Aguilera, 2013). Users can exchange many things as pictures, videos and textual opinions, which makes

social media a highly interactive medium which might enable word of mouth resulting in public debate and so stimulating the minds of other people to make a message more heard (Donde, Chopade & Ranjith, 2012; Erkan & Evans, 2016; Cristache et al. 2013; Kim et al., 2014; Kietzmann et al., 2011). Social media platforms furthermore enable rapid diffusion of messages since users can like or share social media messages and people can connect with firms or other people with whom they can share opinions about for example a specific product, brand or topic (Chu & Kim, 2011; Chang et al., 2015; Hanna et al., 2011). This makes that consumers possess the power to influence the online social media arena in which they might prefer certain CSR initiatives or products more than other (Aguilera, 2013). All these benefits leads to the proposition that social media is seen as an influential way for creating movements around CSR initiatives and get people of the crowd engaged and committed (Chang, Yu & Lu, 2015; Aguilera, 2013).

Now it is known that social media offers many benefits for a social movement with collective action in the context of a CSR initiative, it is important to realize that gaining these benefits is not self-evident. Especially, activism and participation on social media by the crowd should be stimulated and users should be motivated to get these users engaged and committed for a collective action.

2.2.3 Importance of creating a fan base and motivating and mobilizing this fan base to participate and be active on social media

When a company is planning to initiate a social movement with associated social media platforms with the goal to activate people for a social movement, it is essential to stimulate and motivate users to participate and share their opinions on these platforms to result in a psychological attachment over time (Bhattacharya et al., 2009). This all has to do with mobilizing people, which refers to gathering sufficient support and activism for a social movement (McCarthy & Zald, 1977). It is stated that “a ‘build it and they will come’ social media approach is unlikely to be successful” (Bruns, 2009, p.8). First it should be mentioned that you have to connect people to your brand or social media page, otherwise thoughts and opinions might not easily be expressed and activism around your initiative is not likely to emerge (Egan, 2016). This social media fan base creation can be done in an offline and online manner or a combination of both (Naik & Peters, 2009).

2.2.4 Motivating users to be active in a social movement

To be successful, it is important to understand what motivates users to share their thoughts and content on social media, since this understanding is a prerequisite for creating strategies regarding stimulating users to share their thoughts on social media and eventually create a kind of committed relationship over time (Bruns, 2009; McKenzie et al., 2012; Turri, Smith & Kemp, 2013; Bhattacharya et al., 2009). If you do not know what might motivate people to be active, it may result in ineffectiveness and perhaps even slacktivism. This concept of slacktivism comes down to people who show some kind of initial commitment by following or clicking a like button, but who afterwards show little effort or commitment to campaigns which might obstruct reaching a certain change with a social movement (McCafferty, 2011; van den Broek, 2016). This slacktivism situation is not desired, since commitment is necessary for a social movement in which users develop a bond of identification and feel psychological attached to the organization and CSR initiative (Bhattacharya et al., 2009). Regarding the motivations of users, these differ from individual to individual and can thus be seen as very dynamic (Bruns, 2009). Besides,

individuals all assess CSR initiatives in a different way and perceptions and motivations are therefore diverse (Bhattacharya et al., 2009). However, regarding these motivations, literature often makes a distinction in intrinsic and extrinsic motivations (Bruns, 2009; McKenzie et al., 2012). Whereas intrinsic motivations are motivations which are a result from performance of the task of being active on social media itself, such as experiencing something as interesting, fun or satisfying, extrinsic motivations are the ones that relate more to the rewards and reputation enhancement of performing this task (McKenzie et al., 2012).

In short, it can be proposed from the reasoning above that it is important for organizations who launch new social media platforms around a CSR initiative, to ensure and motivate users to engage with you on social media to gain as much activism and sustained interaction or commitment as possible to get a bond of identification and prevent from slacktivism (Bhattacharya et al., 2009). Though it should be kept in mind that knowing the exact motivators for activating users is difficult.

2.2.5 Three types of framing

Framing, which involves the way in which a story is told and how it should be interpreted by people (Scheufele, 2000), is often used to mobilize people to participate in movements and be active in terms of collective action on social media platforms (Kim et al., 2014; Snow & Benford, 1988; Rama et al., 2009). An organization which wants to ensure mobilization and participation in social movements on social media can make use of three collective action framing tasks with regard to the content on social media (Kim et al., 2014; Snow & Benford, 1988). These three collective action framing tasks defined by Snow and Benford (1988) are respectively: diagnostic framing, prognostic framing and motivational framing. Diagnostic framing is about identifying problems or issues in the world which need to be solved and sometimes identifying the targets which need to be blamed for these problems (Kim et al., 2014; Snow & Benford, 1988). Prognostic framing refers to providing and communicating solutions for these problems or issues and it specifies what needs to be done (Kim et al., 2014; Snow & Benford, 1988). Finally, motivational framing refers to creating frames which need to function as a real call for collective action (Kim et al., 2014; Snow & Benford, 1988). This call to action is strongly advised because if an organization wants people to perform an action, you have to ask for it without any doubts by using action words for example (Oliver, 2016). This theory about the necessity of framing for a social movement in the context of a CSR initiative leads to the proposition that all these three kind of framing tasks should be ensured by an organization which wants to gain participation and more importantly engagement in a social movement for a CSR initiative.

2.2.6 Creating engagement: a key thing to ensure

To continue on the importance of this engagement, “marketing can no longer solely be about capturing attention via reach; instead, marketers must focus on both capturing and continuing attention via engagement” (Hanna et al. 2011, p. 267). When talking about the concept of engagement, it is about a state of mind, emotion of vigor, dedication and a certain level of involvement and absorption (Smith & Gallicano, 2015; Cheung, Lee & Lin, 2011; McWilliam, 2000). Cheung et al. (2011) make a distinction between a psychological state of customer engagement and a behavioral state of customer engagement. Customers might psychologically be dedicated and attached, possess vigor and feel absorbed to something and might either behave or not behave in this way by expressing word-of-mouth and participation (Cheung et al., 2011). Though it should be stated that creating an engaged or committed relationship with users

is more likely to happen when these users receive real benefits from a certain CSR initiative, than when they don't receive benefits (Bhattacharya et al., 2009).

The higher the social media engagement, the higher the chance that people will be confronted with a post in their timeline on a social media platform and the higher the chance that engagement will occur (Stam, 2016; Stewart, 2016). This reasoning leads to the proposition that engagement on social media might result in even more word-of-mouth, new engagement and reach of new people. As an organization which is creating content on social media to consequently generate user engagement, it is first desirable that this content sharing is constantly ensured by the organization itself, since content generates content (Smit & Gallicano, 2015; Turri et al. 2013; McWilliam, 2000). Furthermore, content for users should be made as personal as possible with a personal meaning, excitement and passion should be expressed and people should be given a 'why' to share content to care about an issue of the CSR initiative (Smit & Gallicano, 2015; Wakefield & Wakefield, 2016; Turri et al. 2013; McWilliam, 2000). Next to these factors which should be ensured in the social media content, influencers or opinion leaders can be used as well (Chu & Kim, 2011; Erkan & Evans, 2016; Yohannan, 2012; MVO Nederland, 2015a; Subramani & Rajagopalan, 2003). These influencers often have a large own network of connections, which an organization cannot reach easily itself (Voorn, 2016). Therefore, influencers should properly be selected and be seen as helpers to let some message go viral instead of just letting marketers try to establish this (Subramani & Rajagopalan, 2003). To continue on spreading a message, the electronic word-of-mouth concept is valuable as well for changing attitudes of others and gaining engagement for a certain product or initiative (Erkan & Evans, 2016; Pauwels, Aksehirli & Lackman, 2015; Chu & Kim, 2011). E-WOM can be defined as "any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the internet" (Hennig-Thurau, Gwinner, Walsh & Gremler, 2004, p. 39). Social media offers a wide range of opportunities for e-WOM which can strongly affect attitudes and intentions of other people (Erkan & Evans, 2016).

In addition, it is important to develop an engaging promoted campaign next to 'general' organic content placed on social media, which specifically encourages users on social media to pass the message along (Dobele, Toleman & Beverland, 2005; Settels, 2015). This promoting is seen as very important, since one of the challenges of social media is the fact that the content turnover is extremely high, which means that if an organization does not promote a specific post or message, the chance that this message will disappear within a few hours is high (Yamaguchi, 2014; Stam, 2016). Based on the reasoning above, this literature about engagement on social media proposes that if an organization wants engagement, commitment or electronic word-of-mouth to occur, several requirements should be fulfilled in terms of content and actions performed by this organization and that it is not self-evident to occur.

2.2.7 When can a social movement or social activism be seen as effective?

Now that theory about social movements in combination with social media has been described it is interesting to take a look at when a social movement can be seen as effective according to literature. Although literature on the real effects of a social movement on reaching a certain end goal is scarce, literature agrees on the fact that a social movement and activism might influence the targeted ones and eventually a certain goal can be reached with it (Martin and Kracher, 2007; Den Hond & de Bakker, 2007; Stein, 2009). Yet, one of the researches available on the effectiveness of such a social movement or online activism is the research of Martin and Kracher

(2007). In this research Martin and Kracher (2007) agree that determining this effectiveness is difficult due to many factors which might play a role in it and end goals might be defined differently by each organization. Though, in their research two different kinds of effectiveness of online activism due to a social movement are mentioned. On the one hand, the so called 'ultimate effectiveness', which is a state in which the ultimate end state or goal is reached (Martin & Kracher, 2007). On the other hand, the so called 'intermediate effectiveness' is mentioned, which is a state in which attention is present for a certain initiative, but the end goal is not yet reached (Martin & Kracher, 2007). To eventually reach this end goal by this intermediate effect, further support is needed and needs to be gained by use of more activism and engagement (Martin & Kracher, 2007). Though, again it heavily depends on how the organization defined the ultimate end goal and the intermediate goal. Martin & Kracher (2007) define some core criteria for determining the intermediate and ultimate effectiveness of online activism. These criteria are respectively: support, public impact and disruption (Martin & Kracher, 2007). Whereas support refers to the quantity of participants or activists expressing support for a certain initiative, public impact refers to the amount of people who are committed and engaged by a certain social movement or activism which has to do with awareness as well (Martin & Kracher, 2007). The last criterion, which is disruption, refers to the degree or extend in which the target group is affected by the online activism (Martin & Kracher, 2007). If these three criteria are met, the chance that the online activism of the crowd will have a disruptive impact on business decision makers of MNCs increases (Martin & Kracher, 2007). With the aim of this research kept in mind, which is getting engaged users, social media engagement numbers are best to take into account for measuring the intermediate effectiveness in this research, since these numbers include liking, sharing, commenting and clicking of users on social media, which might indicate an active attitude of users around the CSR initiative the most (Stam, 2016).

According to this reasoning above, the main proposition is that it depends on the goal definition of an organization if the intermediate and ultimate effects are being reached. Though, the fact that literature talks about this intermediate effect next to the ultimate effect, might indicate that the ultimate end goal in a social movement might be hard to reach and the intermediate effect does regularly occur. Due to the fact that the chance of reaching ultimate effectiveness might be hard when launching a new CSR initiative and thus the MNCs' business decision makers might not be disrupted by the activism or collective action of the crowd, it is interesting to become aware of this specific MNCs target group or investor stakeholder group as well. Especially in terms of their decision making style and evaluation process regarding CSR initiatives to invest in on the market. These MNCs might not even perceive activism by the crowd as valuable for influencing their decision making. In addition, it can be elucidated how these MNCs would like to be triggered and approached in the context of a CSR initiative.

2.3 MNCs' business decision makers and their evaluation of CSR initiatives to invest in

In this final section, the way in which MNCs evaluate and make decisions with regard to investments in CSR initiatives will be described by use of theory, since it might contribute to the knowledge about which factors are important to consider for triggering MNCs to invest in a certain CSR initiative and the research question is focused around these MNCs' business decision making side around the CSR initiative in question as well. Although literature about this topic is relatively scarce, it is tried to depict it in a sufficient way as possible.

But first, the concept and definition of CSR on its own can be more elucidated. Hohnen (2012) defines CSR as "the way firms integrate social, environmental and economic concerns into their

values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establish better practices within the firm, create wealth and improve society” (p.4). Also van Marrewijk (2003) defines CSR as “CSR refers to company activities – voluntary by definition – demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders” (p. 102). When looking at other definitions of CSR and the fact that CSR is a concept which is used interchangeably with other concepts such as corporate responsibility, triple bottom line and corporate ethics or affairs, it all comes down to behaving and operating in a socially responsible way (Hohnen, 2012). As also mentioned in the very beginning, many firms are confronted with this increasing importance of CSR, since these firms are more often encouraged and suppressed by several stakeholders and because they see potential benefits for their firm by themselves (Hohnen, 2012; McWilliams & Siegel, 2000; McWilliams et al., 2006). Influential groups or type of stakeholders are putting pressure on firms to act in a CSR way are consumers, the media, the government, businesses, investors and NGOs (Park & Ghauri, 2015).

Due to many types of drivers and pressures for CSR, increasingly firms are focusing on CSR, sometimes accompanied with a well-defined CSR budget and CSR strategy, which is based on integrity, sound values and a long-term focus (Hohnen, 2012; Bakos, 2014). This long-term focus is being expressed in the way firms constantly evaluate, improve and modify the CSR approach and initiatives (Hohnen, 2012). When taking a specific look at the Netherlands, 84% of the businesses know the term CSR, of which 68% actually executes activities around CSR (MVO Nederland, 2015b). However, of this 68% of Dutch businesses performing activities around CSR, only 17% of these businesses have a real CSR strategy (MVO Nederland, 2015b). An important function within an organization related to this CSR strategy is the CSR or sustainability manager. Such a CSR manager or sustainability manager is concerned with capturing all kinds of relevant information out of the marketplace with regard to CSR and do something with this information in terms of translating it to the CSR strategy of a firm (Unruh, 2015). It is stated that “increasingly, firms use CSR as a “radar” to detect evolving trends and opportunities in the market” (Hohnen, 2012, p.11), so do CSR managers (Unruh, 2015). This scanning process of opportunities can also be seen as the opportunity identification phase described by Robinson (2006). This opportunity phase is followed up by the opportunity evaluation and exploration phase in which the many opportunities are evaluated and further explored (Robinson, 2006). Thereafter, the last phase is the opportunity pursuit phase in which the chosen opportunity is executed and realized (Robinson, 2006). All these phases are important, since MNCs need to react and adapt to changing circumstances, wishes, needs and opportunities for certain CSR initiatives in the entire marketplace and therefore use their ‘radar’ to become aware of these (Hohnen, 2012; Unruh, 2015; MVO Nederland, 2015b). With regard to these opportunities in the market in terms of CSR initiatives to invest in, it can be stated that there are many choices for MNCs to invest in and this CSR initiatives market is quite saturated (Sen & Bhattacharya, 2001). Therefore, it is very important to know the appropriate way for triggering these MNCs for certain specific CSR initiatives and to stand out as an organization offering a CSR initiative on the market. As earlier stated above, with regard to triggering managers and directors to invest in a CSR initiative, caution should be given to a pure selling approach for these initiatives, because it might seem to look like greenwashing, which means that an organization pretends to act in a social environmental way and misleads consumers or people with positive messages about it (Delmas & Burbano, 2011). Furthermore, managers might probably be more sensitive for and interested in social aspects and impact that the CSR initiative can offer (McWilliams, 2000). This can be declared as follows: On the one hand firms can for example be triggered by this pure

selling approach in which the attractiveness of a certain CSR initiative in terms of improving consumer perceptions, improved stakeholder relationships and even increase in financial performance and brand value is explained (Sen & Bhattacharya, 2001; Sen et al., 2006; Hohnen, 2012). However, on the other hand, it might be the case that not all MNCs and their CSR managers are sensitive for these benefits concerning their own business, but these managers might be more sensitive for factors such as the impact a certain CSR initiative might offer to society and communities over the world, also referred to as social impact (McWilliams, 2000).

Most of the times, CSR initiatives considered by MNCs have to pass a long decision making process and have resource implications which need an assessment made with rigor and substance (Hohnen, 2012; MVO Nederland, 2015b). Often, managers responsible for CSR within MNCs make an assessment and evaluation of their CSR portfolio to identify opportunities and gaps with regard to their CSR and identify necessary improvements and modifications (Keys, Walnigh & van der Graaf, 2009; Hohnen, 2012). Besides, these managers look at competitors' CSR approach and compare their own CSR approach with these competitors' approaches (Hohnen, 2012; Park & Ghauri, 2015). Regarding the choices made for investing in CSR initiatives, literature states that CSR on its own and investing in it is often seen as unnecessary making costs which could have been invested somewhere else to increase the efficiency of a firm (Barnett, 2007).

Based on the reasoning above, it can be proposed that although MNCs' business decision makers such as CSR managers are increasingly focusing on CSR due to the many pressures and encouragement and according to the trends on the market of new CSR initiatives. Therefore it is necessary to stand out as an organization with such a new CSR initiative for which investment is needed. Regarding this standing out, it is necessary and proposed to choose and know the right way of approaching and triggering due to the fact that you want to prevent from any form of green washing.

3.0 Methodology

3.1 Research design

To be able to investigate the way in which an online social movement process with a social media approach evolves in terms of the internal organizational process, affecting the crowd to get them engaged and hopefully trigger MNCs to invest in a certain CSR initiative in the end, a real-life case is selected. The choice for a case study can first be explained by the fact that case studies are appropriate for 'how' and 'why' questions, which is the case in this research (Yin, 2013). Besides, by using case studies, a holistic and in-depth context specific view can be generated in which both quantitative and qualitative data can be combined, which eventually helps in explaining both the process of a situation and the outcome through comprehensive observations and analysis of a certain case (Zainal, 2007; Vanderstoep & Johnston, 2009). Connected to this reasoning, the research design or method used in this research can be characterized as a process methodology with associated process data. The data which can be generated out of process research most of the times has to do with data about a temporal sequence of events or actions with details about who, why and when (Langley, 1999; Langley et al., 2013). Out of this gathered data, patterns are tried to be detected to declare certain events in the process and to create a good understanding of a certain process under investigation (Langley, 1999; Langley et al., 2013)

The selected case for this research is a CSR initiative of the multinational company named Delta, consisting of several different divisions of which the CSR initiative in question is from Division X. The specific CSR initiative is called 'Zeta'. This Zeta initiative meets the so called 17 UN global sustainable development goals, since it contributes to the entire community and enables several socially responsible goals to be achieved for this poor community. Regarding this CSR initiative of the chosen case organization in question, the company is currently initiating a social movement around the initiative by giving the crowd a role in it as well. Therefore, the initiative is given the creed Gamma for the crowd side and preserved the name Zeta for the business side of the initiative. More details about the reasoning of this choice and the associated online social movement with a focus on social media with Facebook and Instagram as the two key channels, will be described in the results section later on.

3.2 Selection and sampling

3.2.1 Unit of analysis

A unit of analysis is about what or who is being studied in a research (Babbie, 2010). In this research, several types of units of analysis can be recognized to collect data from. First, it can be stated that although the research question is about the way in which a social movement evolves around a new CSR initiative, the unit of analysis mainly are individuals within this organization and other individuals of parties outside the organization like the citizens from the B2C side and CSR managers or directors from the B2B side. The attitudes and behavior of these individuals determine the way in which activism takes place, how it should be organized and stimulated and how it is perceived. Next to individuals as unit of analysis, social interactions described by Babbie (2010) as a type of unit of analysis, is a type of unit of analysis in this research as well, due to the fact that social media interactions and other social media data around the social movement are one of the types of data to analyze in this process research and draw conclusions on.

3.2.2 Sampling

With regard to the selected case described earlier above, this case has been selected based on non-probability sampling, specifically judgmental or purposive sampling (Babbie, 2010). Judgmental sampling is used since the case has been selected based on the researcher's judgment about which case is the most useful. Next to this type of case selection, sampling will be used for further data collection around this case. These samples of individuals which will be selected, will be described in further detail in the data sources section further below.

3.3 Data collection & measurement

3.3.1 Time dimension

Regarding the time dimension, which is about whether the research is carried out and collection takes place at one moment in time or over a longer time period, in this research a case process study has been carried out which can be regarded as a form of a longitudinal study. It enables a researcher to study a certain case or situation over an extended period of time (Babbie, 2010). Next to this longitudinal approach, changes occurring over time can either be observed by a retrospective or real-time approach according to Poole, Van de Ven, Dooley and Holmes (2000). Both types of approaches possess advantages and disadvantages. However, it is stated that most

case studies which are based on changes occurring over time, are using the retrospective approach (Poole et al., 2000). A retrospective approach is an approach in which historical data is used to observe and analyze the change process (Poole et al., 2000). A real-time approach is based on observing the change process while it is occurring at that specific moment (Poole et al., 2000). In this current case study research, both types of approaches will be used, since the beginning of this research is the start of the process which will be run as well. This means that real-time observations can be executed, as well as retrospective observations later on in the process to make a clear analysis of the development of the process, changes which occurred over time and how these changes and outcomes can be declared.

3.3.2 Data sources

According to Yin (2013) and Eisenhardt (1989) the data collection for case studies comes from different data sources. Yin (2013) argues that six different data sources might be suitable and are often used for the data collection of case studies: “documentation, archival records, interviews, direct observation, participant observations, and physical artifacts” (p.103). Based on this argumentation, several different data sources are used and collected from different types of sources to be able to provide answer to the research question of this research:

- Direct field observations and informal interviews during event

Field research can be defined as “(...) a matter of going where the action is and simply watching and listening” (Babbie, 2010, p. 318). It is stated that by observing in the field, you can uncover many things and questions and inquiry can be better and easily performed (Babbie, 2010). Furthermore, it allows a researcher to observe interactions taking place in a certain context as well (Belk, Fischer & Kozinets, 2013). One important source of observation in this research is the entire internal organizational process in terms of steps taken, decisions made and information transferred between parties.

- Social media analytics

Due to the fact that this research is focused on social media and the fact that part of the research question wants to provide answer to the way in which an online social movement process with a focus on social media evolves, it is likewise to collect and monitor data related to social media. This monitoring or also referred to as social media analytics has to do with collecting, monitoring, analyzing, summarizing and visualizing social media data (Zeng, Chen, Lusch & Li, 2010). By doing so, emerging patterns and intelligence can be created about what is happening on social media around a CSR initiative (Zeng et al., 2010). Data from the online environment is seen as a valuable source of data, since it contains many diverse kinds of data from all kinds of individuals and people all over the world (Belk et al., 2013). Several interventions on social media were executed to stimulate social media engagement around the CSR initiative. Interventions can be diverse, think of for example interventions in terms of a paid campaign or posting different types of content on social media which might have a different kind of effect. Facebook built-in analytics and a software to gather Instagram data were used as tools to measure and collect relevant engagement data on a continuous basis.

- Semi-structured interviews

Qualitative semi-structured interviews were conducted by arranging interviews with CSR managers responsible for a CSR strategy of MNCs. A qualitative semi-structured interview provides advantages in terms of diving deep into a specific topic while enabling interaction between an interviewer and a respondent in which many topics can be covered and words flow

freely (Babbie, 2010; Belk et al., 2013). These interviews with these managers are necessary to become aware of the decision making process and style of these people, what triggers these people to consider certain CSR initiatives and how these people would like to be approached with a special focus on social media and their opinion about it.

The managers were selected based on availability and meeting the requirement of being responsible for a certain CSR strategy, which is thus a manner of purposive sampling (Babbie, 2010). The website of 'MVO Nederland' on which many large companies are mentioned as partners of the so called large company network of sustainability, was checked to find suitable persons to get in touch with. Besides, the search function on LinkedIn enabled it to search on job function. The job functions CSR manager, sustainability manager and corporate citizenships and affairs manager were searched on. These people who fitted these criteria were then invited to make a connection and thereafter asked to participate in an interview.

Next to these semi-structured interviews with people involved in CSR within MNCs, two unstructured interviews were conducted with people who have to do with CSR as well, but are not the ones who are able to make investments in CSR initiatives. Here one can think of experts in the field of CSR. These kinds of people were valuable in terms of providing their general knowledge about companies and MNCs making investments in certain CSR initiatives. In Appendix 7.1 the used script for the semi-structured interviews is shown. In the end, the collected interview data with the CSR managers of corporates which were recorded when the participant agreed on it, were fully transcribed.

In total, fourteen interviews were conducted of which the first 12 were semi-structured with CSR managers and 2 informal and unstructured with two experts in the field of CSR to just elucidate their opinion about CSR in today's' business world and not asking them the semi-structured questions. In Table 1 the characteristics of the interviewees are depicted in terms of gender, years of working experience at the company and the job function name.

	Male/female	Years working experience at company	Job function name
Case 1	Female	6 years	Sustainability manager
Case 2	Male	5 years	Sustainability manager
Case 3	Male	6 years	Sustainability director
Case 4	Male	14 years	Corporate Citizenship & Affairs manager
Case 5	Male	8 years	Sustainability manager
Case 6	Male	8 years	Sustainability manager
Case 7	Male	5 years	Sustainability manager
Case 8	Male	3 years	Sustainability manager
Case 9	Male	2 years	Sustainability manager
Case 10	Male	2 years	Sustainability manager
Case 11	Female	10 years	Sustainability director
Case 12	Male	5 years	Sustainability manager
Case 13	Male	3 years	Sustainability expert
Case 14	Female	8 years	Sustainability expert

Table 1. Characteristics of the interviewees

3.4 Data analysis

Regarding the field observations, a process flow chart of the social movement process around the CSR initiative is created. When this diagram of the entire process is constructed, some

explanations of certain events can be recognized from which certain propositions can be drawn by adopting the strategic entrepreneurship perspective.

Concerning the social media data, data was measured and gathered on a daily basis by using the several analytical tools as earlier described above. This data was saved in an Excel database for each social media platform. The gathered data provides insight in the effect of different types of social media content and interventions on crowd activism in terms of likes, amount of shares, reach etcetera, but most important: engagement. All the collected social media data is depicted in diagrams and graphs to see interesting developments and patterns regarding this engagement. However, it should be mentioned that dealing with social media data might be quite difficult and time-consuming and it is accompanied with some challenges which should be coped with as well. First, social media data is seen as one of the richest but dynamic kinds of data. Furthermore, in order to make a good analysis of the rich social media data, one cannot do it without taking a stage process approach (Fan & Gordon, 2014). Fan and Gordon (2014) mention three different stages for doing social media analysis, which are respectively capturing, understanding and presenting. In the first capturing stage, it is about gathering and collecting relevant social media data from the social media platforms your working on (Fan & Gordon, 2014). In the second understanding stage, one really dives into the captured data and checks which data is irrelevant for making analysis (Fan & Gordon, 2014). In the last stage, which is the presenting stage, it is about presenting what is found from the collected and understand data from the previous stages (Fan & Gordon, 2014). One important note to make is that these three stages can be used in an iterative manner and it is not necessary a linear process only (Fan & Gordon, 2014). Another hurdle with social media data, is the fact that it often lacks consistency in the metrics used across different social media platforms and thus can makes analysis complex (Yamaguchi, 2014). Think of page-likes on Facebook and followers on Instagram. Finally, next to this hurdle, another challenge to deal with is the cross-effect of actions and so the difficulty in determining individual impact (Yamaguchi, 2014). As stated and explained by Yamaguchi (2014) "Shares impact reach which in turns impacts likes and comments, but likes and comments can also increase the feed ranking of the post, increasing opportunity for exposure. This jumble of different actions influencing one another makes it difficult to separate their individual impact" (para. 15). Also budgetary decisions for paid campaigns and automatic preference giving by the Facebook algorithm to the best performing campaign, might influence the reach and exposure of a certain campaign which again might influence the engagement as a cross-effect. So most of the time, clear assumptions have to be made when a certain pattern is being recognized during analysis.

Finally, regarding the interviews conducted with CSR managers which have been fully transcribed, coding will be executed (Babbie, 2010). Coding is the process of classifying and categorizing pieces of data to see patterns in the data (Babbie, 2010; Belk et al., 2013). In this research, open inductive coding is be used as a starting point, in which the text from the interviews is analyzed (Babbie, 2010). By doing so, categories were uncovered under which the answers of all the interviewees are scaled in a table to be able to analyze similarities or dissimilarities in answers within a category (Babbie, 2010).

4.0 Results and findings

4.1 The case study situation

The current situation: A shift to a more social approach

As already mentioned in the theory section earlier above, taking a pure push selling approach for such a CSR initiative might result in problems and skepticism. Delta is aware of this and experienced this problem in the past and therefore believes in another more social online approach to gain attention from the crowd and hopefully indirectly trigger MNCs for this CSR initiative by use of this crowd. The initiated online social movement started from the beginning of August 2016, as was the start of this research as well. From then on, new social media platforms and new websites were launched to stimulate activism from all kinds of general citizens of the 'crowd'. On the one hand Delta would really activate general citizens of the 'crowd' all over the world to share their message and be engaged to the social media platforms to create awareness and even more important create engagement around the CSR initiative. So this approach is more Business-to-consumer (B2C) oriented, for which the CSR initiative has been given the name or creed 'Gamma'. On the other hand, Delta would like to activate MNCs to invest in the initiative. This might perhaps be stimulated by the activism of the crowd who cannot invest in the initiative, but direct stimulation of this B2B side of the CSR initiative might be necessary as well, which this research will investigate. So this approach of activating and reaching MNCs to invest in the initiative is more Business-to-business (B2B) oriented, which preserved the Zeta name. Both type of target groups needed to be provided with different content and therefore the choice fell on two different websites with different associated social media platforms, with different names as well. The more B2C oriented Gamma concept has an own website with Facebook and Instagram as the two key social media platforms, which is meant to raise awareness and creating engagement and activism among the 'crowd' by mainly communicating and expressing the impact Gamma can have. The more B2B oriented Zeta concept has an own website as well with Twitter and LinkedIn as the two key social media platforms, which are meant to express content mainly around the physical product combined with some of the impact as well in the communication. This communication of Zeta is more on the business talk level compared to the Gamma communication. Though the initial focus of this research lay on the crowd side of the initiative with a focus on Facebook and Instagram as the two key social media channels to get the crowd engaged.

So, this new social approach can be seen as a kind of social movement with collective action, since it is tried to collectively with the crowd that stimulate Gamma on social media, reach a certain intermediate goal, which is to create awareness and engagement in a kind of online community around this initiative. Next to that, the ultimate end goal is to touch large MNCs indirectly with this crowd engagement. When taking into account the elements of collective action theory of Kotler (1971) as mentioned in the theory section as part of a social movement the *cause* is the initiative itself which can change many lives of people over the world, the *change agency* is the case organization in question, the *change targets* are individuals of the crowd which should in the end touch CSR decision makers of MNCs as end targets, the *channels* initially are Facebook and Instagram, and the *change strategy* is getting an engaged crowd by creating engaging content on social media and thereby indirectly triggering MNCs. Regarding the elements of a social movement as mentioned in theory (Sandoval-Almazan & Gil-Garcia, 2014; Tarrow, 1994), the collective challenge is to indirectly touch MNCs with the initiative, the collective purpose is the initiative itself which might make users of the crowd act together and

embrace the initiative. Finally, the social solidarity element and the sustained interaction element of a social movement, are tried to be ensured by the case organization itself by creating campaigns and engaging content on social media to engage the crowd and which might create social solidarity and sustained interaction.

Actors of the project team

Mid-June, the inventor and dedicated person of the Zeta initiative together with the accompanied sales person, decided to leave the company. Since this CSR initiative is a kind of project which differs from the other kinds of products Division X delivers, no one of the higher managers took responsibility for the initiative. Therefore, two communication people of corporate Delta (person A and C) and two persons of Division X (person B and E) together took responsibility for the initiative and can thus be regarded as the actors of the projects team (see Figure 2). Furthermore, from mid of July the intern (person D) which is the researcher of this research as well, joined the project team and was involved in the entire process too. Next to these five people taking responsibility for the CSR initiative and the entire process, there is some small part of managers and directors from Division X. Though, since these people did not actively take part in the project team and process, these are not depicted in this figure. Next to these four people of the project team, some external (digital) agencies were hired as well to assist in some tasks which should be performed during the process.

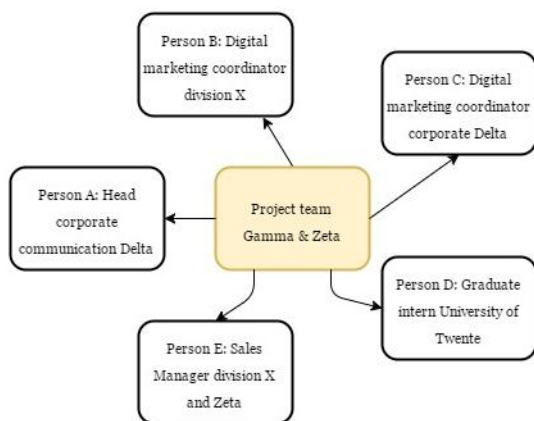
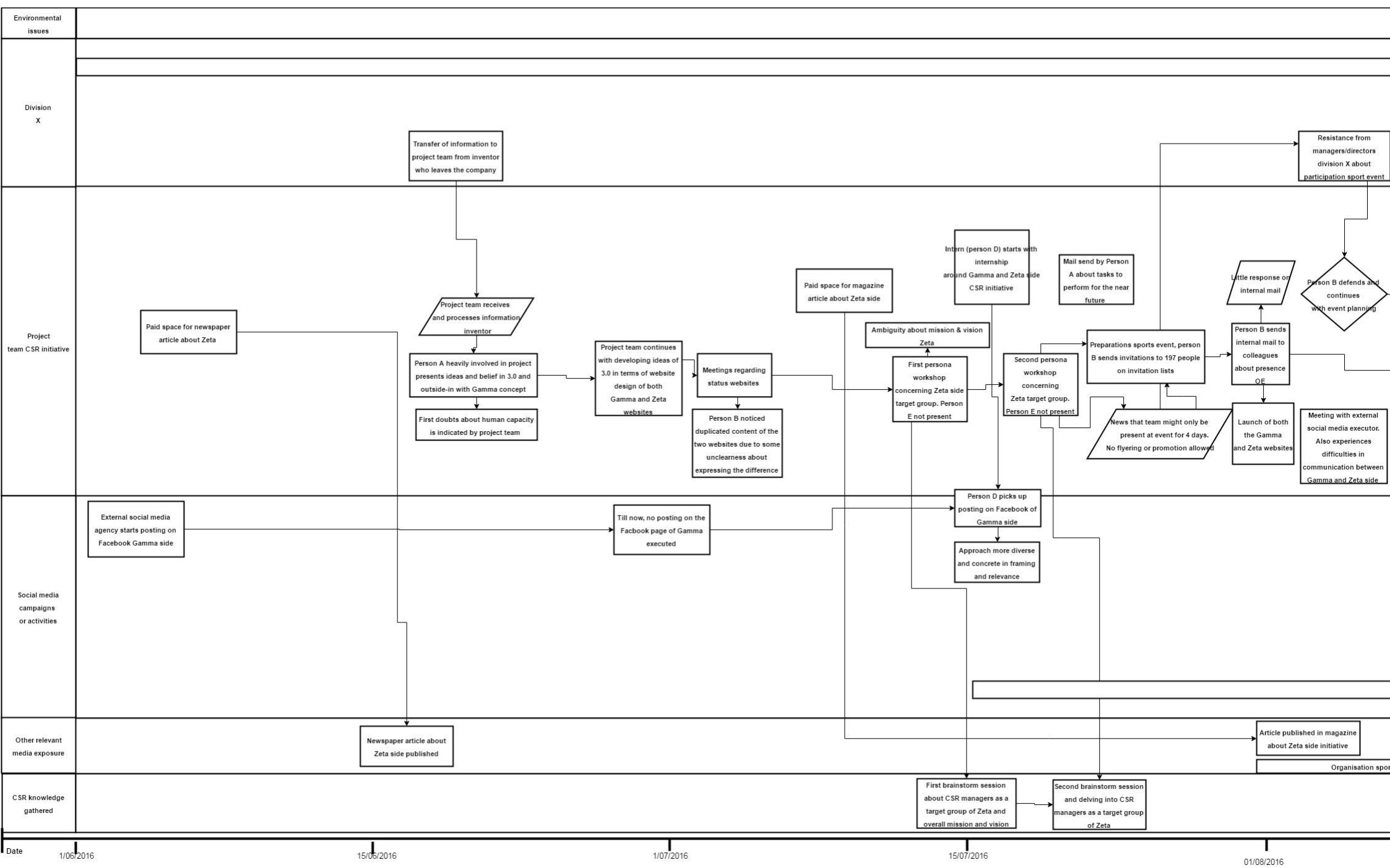
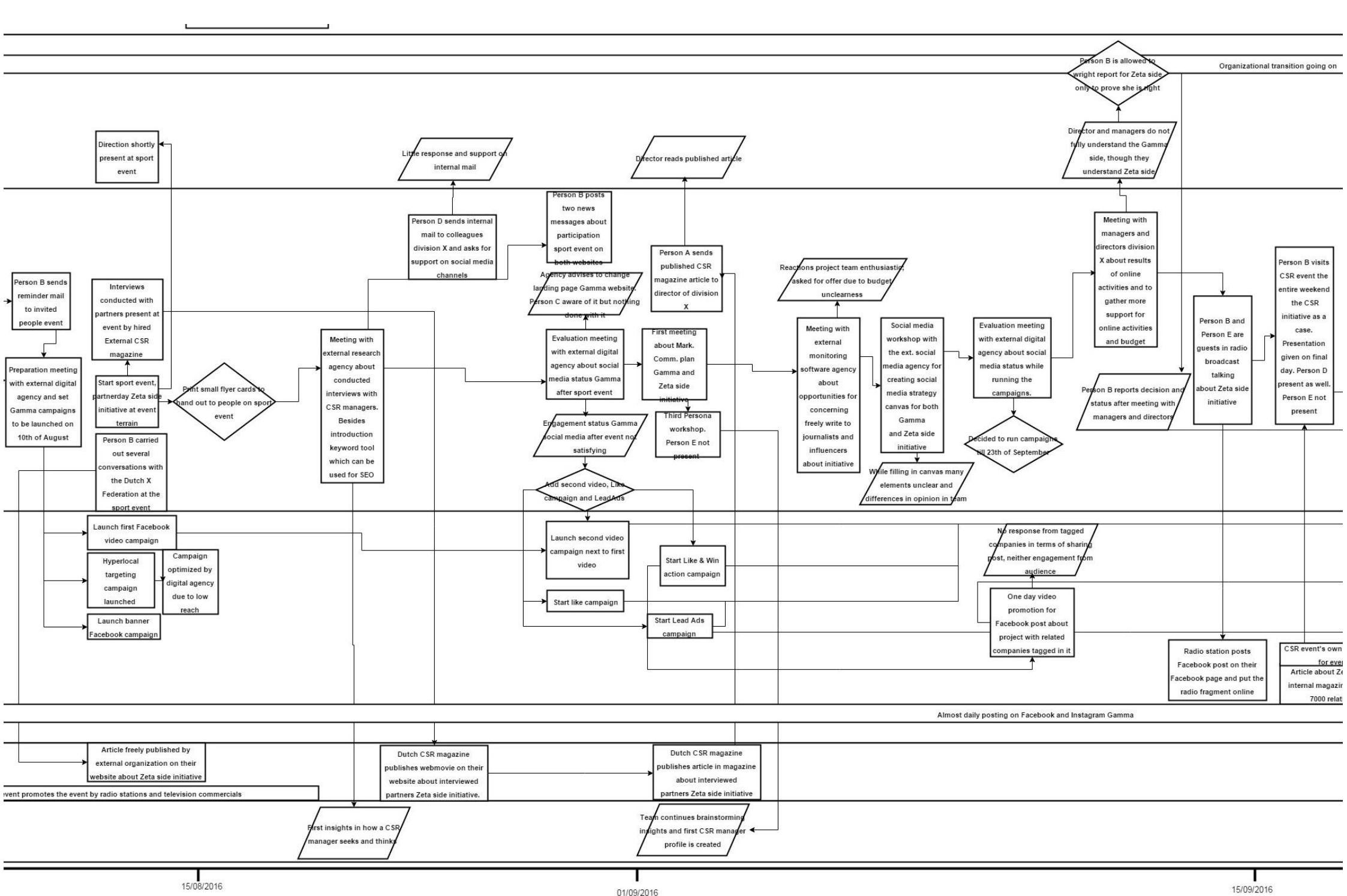


Figure 2. Actors of project team Zeta and Gamma

Organizational transition

Apart from this intention to create an online social movement with this project team, another key situation to take into account is the fact that Delta currently is undergoing an organizational transition in which all the divisions are privatized and should follow their own direction. This means that all these divisions, just as Division X is under a situation of uncertainty and confusion.

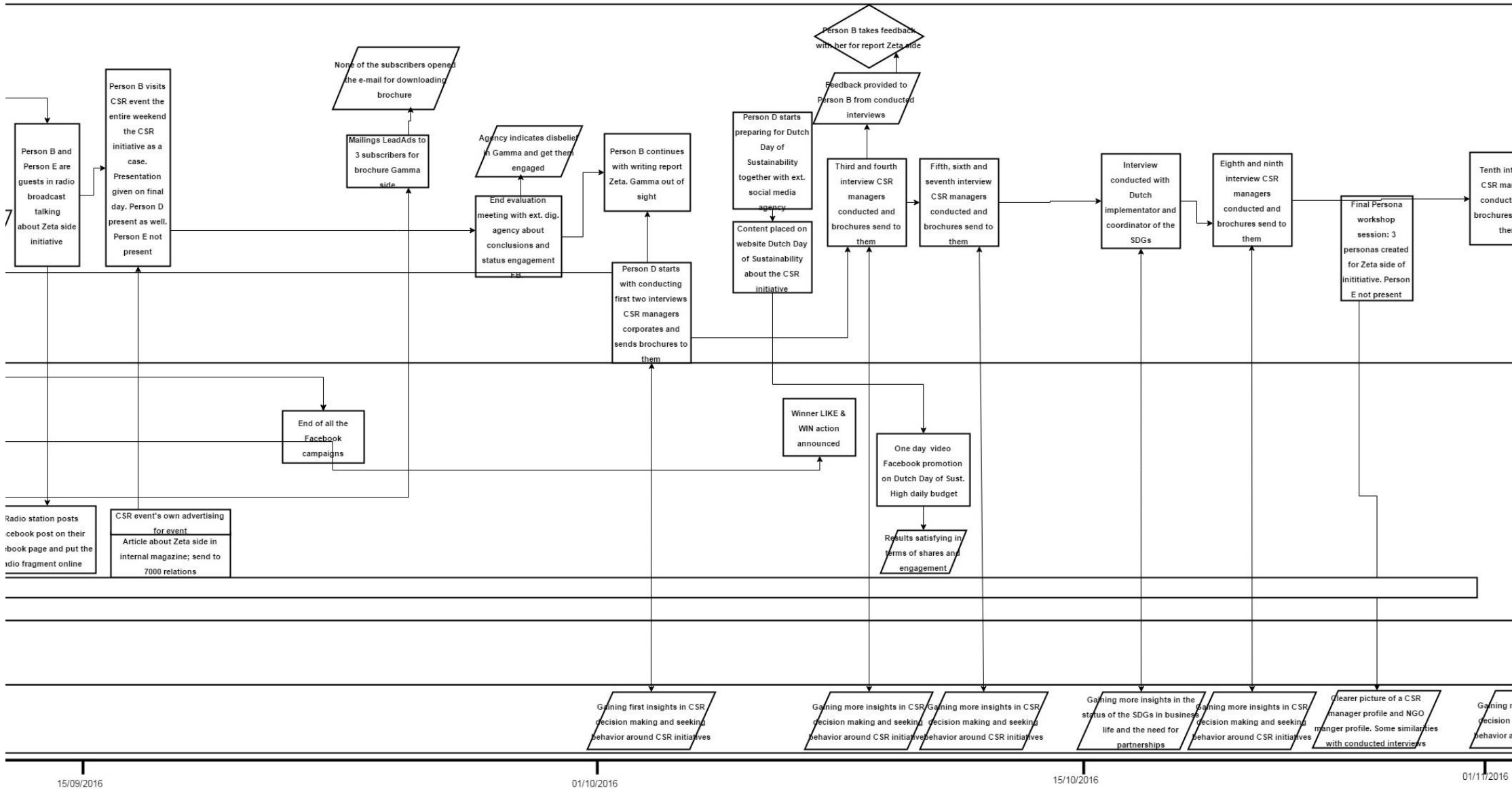




National news about a topic related to CSR initiative

Organizational transition going on

Dutch famous person became ambassador



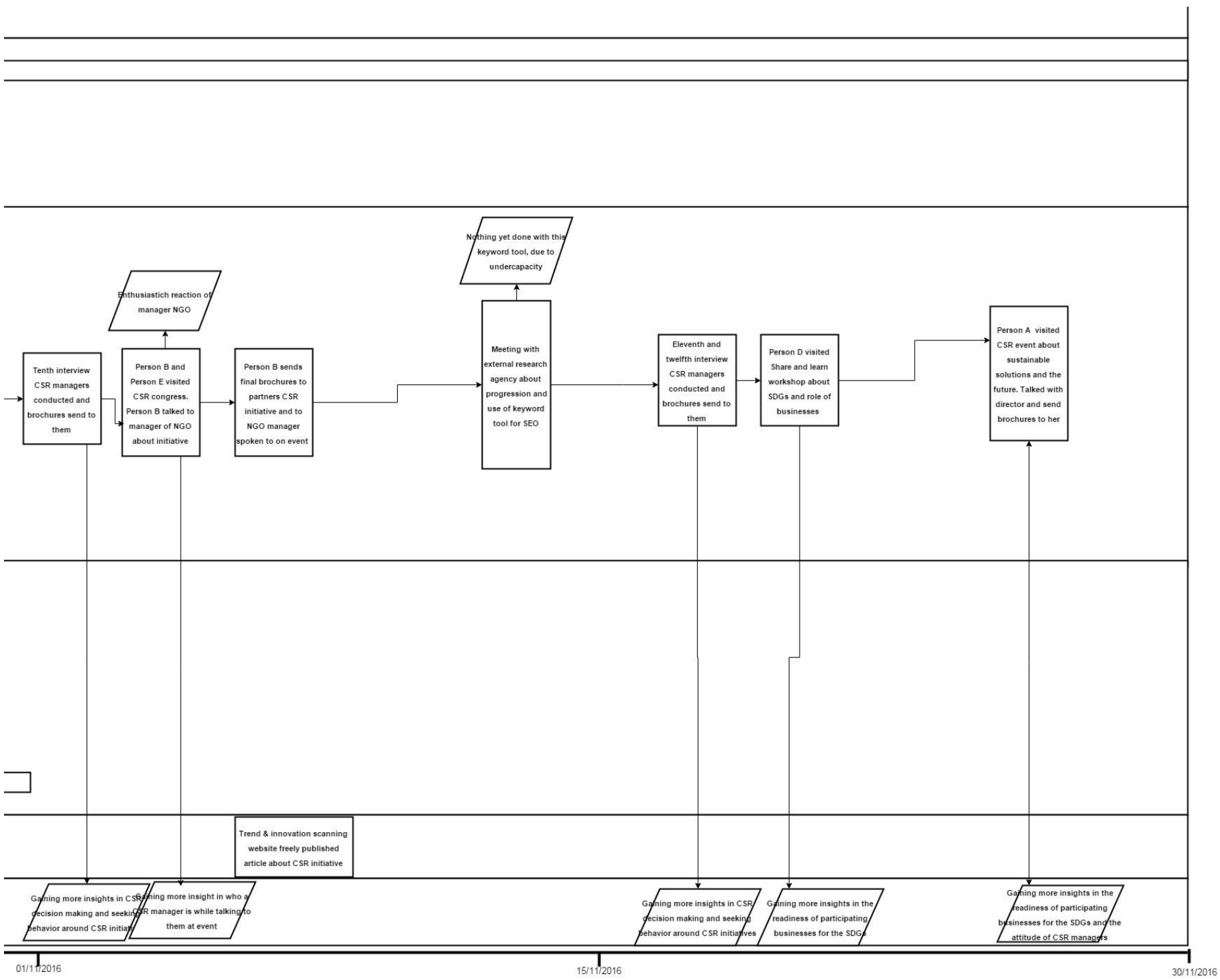


Figure 3. The internal organizational process in a flowchart

4.2 The process from a strategic entrepreneurship perspective

In this section the entire process around the launch of this new CSR initiative with its new online social movement approach is described and is depicted in the flowchart in Figure 3 above in a chronological order of events, steps and interventions which took place based on all the field observations and gathered data. In Figure 3 the entire process is depicted on a timeline, in which the shapes have the following meaning: a rectangle depicts an action step in the process, a parallelogram a transfer or gathering of information or data and a diamond depicts a decision made (Microsoft Office, 2017). These shapes are connected with each other by arrows to show relationships between events in the process and the order of events. As can also be recognized, the entire process is divided into six different levels: environmental issues, Division X, project team Gamma and Zeta, social media campaigns or activities, other relevant media exposure, CSR knowledge gathered and social media engagement. These levels ensure that steps in the process are depicted on the associated level with which it has a connection and who or what has the responsibility or performed a certain step. In the following, the overarching strategic entrepreneurship theory is used as a lens to analyze the process depicted in Figure 3, which lead to the following main findings.

4.2.1 The project team possessing a real strategic entrepreneurial mindset

The online social movement approach was something new for the entire organization, since not so many online activities were executed in any kind of projects or products entering the market before as was elucidated from conversations with the corporate Delta department. Although it was quite something new in terms of type of project, it can be stated that the persons involved in the project team of the CSR initiative together possessed quite an entrepreneurial mindset because of the following reasons. First, all the members of the team knew that the chosen direction for the CSR initiative in the social movement journey with a B2C side and B2B side was quite uncertain in terms of how it should be organized and what the foreseen effects would be. The following was stated: *"The beginning of August is the starting point and then it's just observing what happens, it is a kind of trial and error approach"*. Several complex and uncertain situations appeared during the depicted process in Figure 3, examples of such situations are uncertainty about who took responsibility for the CSR initiative, uncertainty about confirmation of participation in the sports event, uncertainty about management approval for participation to the sports event, uncertainty about budgets, uncertainty about management understanding of the online social movement, uncertainty about internal organizational commitment etcetera. Although these uncertainties, the team stayed very creative and continued with a strong belief in the entire CSR initiative, for which the team tried to convince the rest of the organization on a continuous basis. In addition, the team continuously tried to design new campaigns for social media and hiring external digital agencies for advice and to come up with new opportunities which could then be decided on. These campaigns were constantly monitored and learned from, which indicates being a learning organizational team as well. Also the factor 'alertness' within this entrepreneurial mindset was present within the project team, since developments of paid campaigns and other choices made, were continuously analyzed and acted upon if things did not go well or satisfying. In addition, the team members realized that being online as a firm with such an initiative is necessary in today's changing marketplace in which online technologies play a key role in positioning yourself and standing out as a firm. The following was stated: *"We really*

want to be on a 3.0 level with this CSR initiative". This indicates that the members possessed the digital mindset, in contrast to the rest of Division X and management in specific.

4.2.2 A lack of management commitment and support: a present factor

Next to the project team responsible for the social movement around the CSR initiative, the rest of the organization and especially managers within Division X largely influenced if progress could be made in the entire process. Overall, the managers stayed too close to the dominant logic of the firm. The dominant logic of the firm has always been characterized by being innovative by deploying new innovative technologies to bring new high quality products on the market. As stated by one of the corporate staff: *"The power of the firm always lay by the high-tech innovation driven culture and logic and not that much at the heart of having a strong marketing or positioning approach in which creativity, flexibility and dynamics are of importance and are being stimulated within the organization"*. When the new project team took responsibility for this new CSR initiative after the inventor of the CSR initiative left the company mid-June, the managers took of their hands from the project and did not show commitment or flexibility. This lack of commitment and flexibility remained the entire process, even when results of social media campaigns and new possible opportunities provided by the external agencies were presented to these managers. Consequently, these people from the higher level in the organization counteracted steps in the process, due to a lack of knowledge from the online environment as stated by one of the project team members, a lack of knowledge of the necessity of the marketing role, perceived uncertainty due to the fact that the inventor of the initiative left and due to not willing to step away from the dominant logic of the firm. Regarding the entrepreneurial culture, it could be stated that this culture again mainly lacked at the higher levels of Division X. This seems to be logical since the entrepreneurial mindset is closely connected to the entrepreneurial culture and can reinforce each other. Primary the values as risk taking, tolerating failure, encouraging learning and continuous change all were hard to imagine and recognize at the managers level for this specific project (Ireland et al., 2003). When new ideas were initiated by the project team, higher levels within the organization most of the times saw it as a risk and actually wanted to know what the effect of certain actions would be, even if this effect could not be known beforehand. Although many presentations and communications between the project team and Division X took place and the progress of the process was made clear as also depicted in the process in Figure 3, still change, creativity and encouragement of learning were lacking. Despite of the fact that the mindset and culture were lacking for this specific process, it should be stated that this entrepreneurial culture and mindset were actually present for other projects in the organization, such as for producing and developing new types of the core product.

Continuing on the strongly related dimension 'entrepreneurial leadership' of strategic entrepreneurship, this entrepreneurial leadership lacked within higher levels of the organization in this specific process as well. Due to the fact that the culture highly determines the actions and decisions made in entrepreneurial leadership, it can be assumed that the lack of an entrepreneurial culture at higher organizational levels, might have resulted in the lack of entrepreneurial leadership in this process as well. Instead of the higher organizational levels envisioning, anticipating, thinking strategically and working with others, it was rather the other way around in this process, since the project team tried to execute all these things and transfer the message to the higher organizational levels instead of the other way around. This made that the rest of the organization and management constantly had to be convinced of certain steps in the process as this took place during several evaluation meetings with management as depicted

in Figure 3. The following was stated by one of the project team members: *“I constantly have to convince the higher levels with what we are doing in this process, although there is little commitment”*. Certain steps could not be taken due to a lack of this commitment and sometimes disagreement with other people within the organization. An entrepreneurial leader could have been appointed, which should have been completely dedicated to the process and which was able to make go or no go decisions related to budgets and thereby ensuring that progress was made within the process and employees were given confidence by this leader. Actually, it is quite strange that a certain leader was lacking, due to the fact that the organization is characterized by a hierarchical type of structure to a large extent as explained in informal talks with corporate staff, which makes one expect that leaders are present and clearly communicate with lower levels in the organization.

So the main lesson learned based on this reasoning is that if an organization wants to make a movement around a new kind of approach around a product or initiative, in this case a CSR initiative with an online approach, an entrepreneurial mindset should be present both within the project team and the rest of the organization and sometimes the organization just have to step away from the deep-rooted dominant logic to make progress in the launch of a new initiative to gain some kind of market share. Though, it should be stated that although literature mentions the necessity of this entrepreneurial mindset and culture, theory does not mention that this mindset and culture might be present to some projects within the organization but might be lacking to other projects within the organization. As was actually the case in this social movement process, since the higher levels did possess an entrepreneurial mindset and culture regarding the core product of the business. The following propositions are formulated based on the entire reasoning above:

- *Proposition 1: When higher levels of the organization stay too close to the past dominant logic of the established firm, progress in a new type of process is hard to realize.*
- *Proposition 2: Although the entrepreneurial mindset of an established organization always has been innovation driven, this does not mean that innovations in working processes and going on a digital journey is always understood by the rest of the organization.*
- *Proposition 3: A lack of an entrepreneurial mindset, with the interdependent dimensions of entrepreneurial culture and leadership, largely determines progress and change made in a certain launch of a new product/initiative.*
- *Proposition 4: The presence of an entrepreneurial mindset of people within an organization can differ from project to project.*

4.2.3 Under capacity in terms of budget and human resources: a large bottleneck

As described in theory, this managing resources dimension, is about the ability of an organization to manage their intangible and tangible resources in an efficient way (Hitt et al., 2011; Ireland et al., 2003). When taking a look at this process and the management of the tangible resources and financial resources in specific, money mainly had to come from corporate Delta, who was in fact not end responsible for the entire process and CSR initiative. Though, at some point in time, this slack in budget stopped, since the project team realized that money and budget should be received from Division X since this division actually was and still is responsible for the CSR initiative. The following was stated: *“We as corporate cannot be responsible for all the costs made within this process and Division X should now make decisions regarding budget and give approval.”* Thereafter, in the middle of the depicted process in Figure 3 around the first of October, it can be recognized that the Gamma side of the CSR initiative which was meant to

activate the crowd on social media was not given attention anymore, due to the fact that the managers of Division X were not willing to make any budget available for this side of the initiative since they did not see the necessity or understand the role of this crowd in indirectly selling the CSR initiative to CSR managers of MNCs. The following was stated by one of the project members after a meeting with the organization: *"They just do not understand or are not willing to understand the Gamma side of the CSR initiative"*. Even the other business oriented side Zeta, was hardly understood by these managers, which led to quite some frustration within the project team which put a lot of effort, time and money in the entire movement around the CSR initiative. Consequently, progress of steps in the process was lagging behind and decisions about opportunities received from the external agencies were not made or were delayed.

Extending on the intangible resources, which are according to theory human resources and social capital, it could be recognized that the capacity of employees involved in the project team of this online social movement around the CSR initiative was far too low and was a main bottleneck. Many tasks could not be performed by the team, although many opportunities and tasks could and should have been performed for making progress. Some members of the project team did early inform the higher organizational levels mid-June of this under capacity as depicted in the process in Figure 3 as well, though management did not realize the necessity of new human resources for the entire online social movement, because they do not realize how much time and effort is needed for marketing activities and these managers were not that much involved in and committed to the process around the CSR initiative in question. As a result, project team members had to perform several tasks not only concerning the CSR initiative but concerning other fields of the company as well, which made that no full dedication and capacity to the CSR initiative was possible. The following was stated by one of the project team members: *"I have to work on the tasks concerning this CSR initiative, but have to perform my responsibilities for the job I've been originally recruited for, as well."*

So in short, the lack of human capacity has shown to be a large bottleneck in this entire process in terms of not able to finish tasks or exploit certain opportunities for the CSR initiative. People of higher organizational levels of Division X did not realize how valuable their human resources were and still are for the organization and the knowledge these employees possess regarding today's digital environment, which is moreover expected to change on a continuous basis in the coming years. Besides money should have been provided for certain steps in the process even when effects or results were not and could not be known beforehand.

Based on above reasoning the following propositions can be formulated:

- *Proposition 5: Budget largely determines the exploitation of new opportunities and making progress in the process of launching of a new product/initiative.*
- *Proposition 6: Underestimation of the value of human resources and the necessity of these human resources, results in under capacity, undeliberate decisions and delay in the process of launching a new product/initiative.*

4.2.4 Network of relationships not used to the fullest

Especially regarding this new CSR initiative with this online social movement journey, it is important to make use of your network of relationships, to spread the message in the business world since people from the business world are the ones expected to invest in this CSR initiative in the end. The importance of these partnerships is also mentioned several times in the interviews with the CSR managers as an advice for the CSR initiative in question. One of the interviewees even mentioned: *"Make use of your own network of relationships and use your*

director as a connector, due to the fact that this director often already possesses a large network of influential people". Furthermore, the Dutch implementer and coordinator of the Sustainable Development Goals as one of the experts in the CSR field, explicitly stated in the interview: "Partnerships and reaching the right people to spread the message about your initiative are key."

In the current depicted process in Figure 3 of the movement around the CSR initiative, it can be recognized that the project team is trying to make use of the external network of relationships to the full potential: several relevant CSR events were visited, partners were invited, meetings with external agencies were regularly scheduled, which are actually partners of the network as well. Though, this way of making use of a network only came from the project team itself, which was already in a situation of under capacity. The higher organizational staff of Division X, which also possessed relevant relationships in their own network, did not act sufficiently as a connector around the CSR initiative to gain even more influence and word of mouth in the marketplace about it. Based on this reasoning, the following proposition is formulated:

- *Proposition 7: When not fully making use of an organizations' own network of relationships, opportunities of spreading the word will be missed.*

4.2.5 The organizational transition as a determining factor in the process

As a final finding of this entire internal organizational capacity development process, the situation of organizational transition in which Division X was located brought a lot of uncertainty and a lack of organizational structure in terms of who was responsible for which tasks and decisions made within the organization. As one of the team members stated: *"I sometimes just do not know to which I have to report to or ask for approval"*. This made that the project team members sometimes did not know who they should approach for giving approval for some steps in the process, neither did they know if they were allowed to work on the online social movement around the CSR initiative or that they should be focusing on their other working responsibilities for other products. This lack of structure and ambiguity within the organization also partly made that smooth information flow and clear communication lines were lacking mainly between the project team and management. The project team tried to inform the management as often as possible concerning new steps in the process around the CSR initiative, though often, there was no clear response from high level organizational staff. The other way around, staff from higher levels within the organization did not communicate and inform their opinions to the project team most of the times and came up with these opinions on a last minute basis when actual decisions already should have been made, which led to quite some frustration of the team members.

Continuing on this information flow but then within the project team and between team member, this flow can be regarded as relatively smooth and adequate within the project team and between the project members. It was tried to give feedback to all the team members if one of the members was not able to attend a certain meeting or event. Though, the different physical locations of the members of the project team and the full schedule of the members due to other responsibilities next to the process around the CSR initiative made it sometimes difficult to meet in person. This now and then led to small miscommunications. Furthermore, one of the project members was physically located in Division X, which made that this person was sometimes directly affected by information received from higher organizational levels.

Another important finding which also can be slightly explained by the organizational transition going on, has to do with planning, which involves carefully making a plan for future directions with certain objectives (Munns & Bjeirmi, 1996). Regarding this planning task in the depicted

process, it can be recognized that no real formulation of plans took place. In the beginning of September, some members of the project team planned a meeting to discuss the formulation of a future marketing communication plan for the CSR initiative in which concrete formulation of objectives with key performance indicators (KPIs) should be mentioned. This marketing communication plan was intended to be formulated for both Gamma and Zeta. Though, after this intention of the project team to formulate these two marketing communication plans, Division X showed resistance for the Gamma side of the CSR initiative and only allowed the project team to put effort and time in writing and formulating the plan for the Zeta side. It should be stated that this was quite surprising, since the culture and dominant logic of the organization never focused on formulating some kind of plan. One project team member stated: *"I'm quite happy that I'm allowed to write this plan and be able to continue at least with the business side of the initiative"*. In the past, many times processes and projects were run based on gut feeling as was elucidated from informal conversations conducted with staff. Another example of a planning task in the process around the CSR initiative is the formulation of a social media strategy. In mid-September, as also depicted in the process in Figure 3, a meeting with the external social media agency was scheduled and attended to create a social media strategy together. When knowing that the actual social media campaigns and interventions already begun in the beginning of August, this planning and formulation of a social media strategy seems to be too late. It could have been wise to do this at the very beginning. Though, this did not happen due to reasons of under capacity, a lack of time and the drive to make rapid progress.

- *Proposition 8: A lack of planning, clear communication lines and organizational structure largely determines the smoothness of the process and if deliberate decisions are being made.*

Now that the more internal organizational oriented factors and dimensions of the process around the CSR initiative from a strategic entrepreneurial perspective has been analyzed which might have influenced the online social movement process, the actual online social movement process with a focus on social media to activate and engage the crowd side of the CSR initiative itself is described in the following section.

4.3 The social movement; what happened during the entire process?

The following results describe the social media results in terms of effectiveness of social media interventions meant to engage the crowd side of the initiative in a collective action, as depicted by many steps on the social media interventions level in the process depicted in Figure 3. The effectiveness of the online social media interventions for the online social movement is mainly measured by the social media engagement numbers, since these numbers indicate an active attitude of the crowd in which people are engaged to social media content. Though, next to this online part, first start with a small offline part which was used to activate the crowd in the beginning of the process.

4.3.1 The sports event: the offline part of the social movement

In the beginning of August the starting point of the so called social movement was the launch of new social media platforms together with the offline sport event at the beach of Scheveningen in the Netherlands. After a discussion and uncertain situation with the organization of the event as depicted in the process of Figure 3 as well, it was allowed to be present with the team on the event for four of the fourteen days. The general Dutch citizen could experience what Gamma felt like with all its impact for the world. It was tried to gain as much awareness during this event by

informally informing people passing by about the initiative and ask their opinions. The 12th of August was the first day which stood in the theme of attracting people to the container and telling the story about the initiative. People were looking at the container from a distance and seemed to be curious. When asking them if they were known with the initiative, most of the times people responded with a no. Then the story about the initiative was told and people reacted very enthusiastic and saw the initiative as something inspiring. Although all the enthusiastic reactions, the social media fan base did not increase on this specific day despite the fact that people were asked to follow or like the initiative on social media. Therefore, at the end of this day, as can be recognized in the depicted process in Figure 3 as well, on the 12th of August it was decided to design small cards with info about our social media pages and a call to action to follow or like us on Facebook or Instagram. These cards were distributed on the 15th till the 17th of August. Soon it could be observed that distributing the small cards combined with telling the story, paid off. People who passed by the container, made many selfies in front of the selfie wall and shared it on Facebook. In exchange for this social media post, they received a nice drinking bottle which they could fill with drinking water. On the last day, the 17th of August it was decided to distribute the residual bottles with the small card attached to it, while asking the people to come to the container, follow one of the social media pages, make a selfie and share it on social media. Soon, curious people passed by and wanted to receive a bottle. All the people were willing to perform the social media actions and reacted enthusiastically. It seemed that some of these people just wanted to receive a bottle and performed the tasks just to get one, while others listened carefully to the story of the initiative and thereafter performed the necessary tasks. In Figure 4 a notable increase in Facebook page likes can be recognized on the 17th of August. On this day the Facebook page likes increased with 105 likes. This is the largest fan base increase compared to the other days in the entire process.

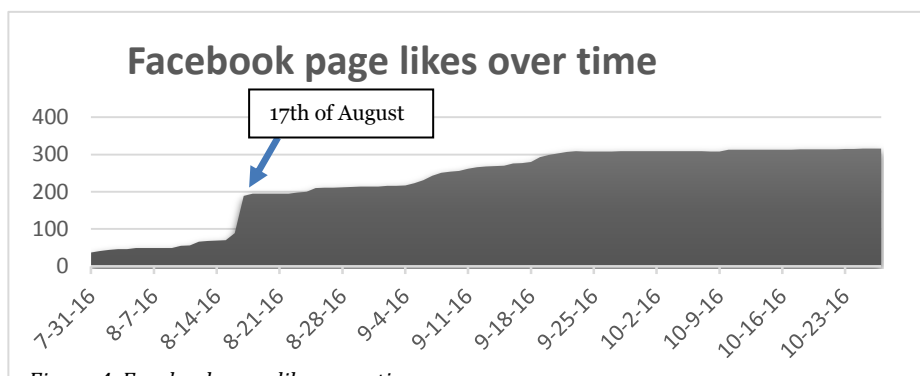


Figure 4. Facebook page likes over time

Overall, this offline event was a successful start of the so called social movement around the initiative. The fan base rose, people were enthusiastic about the initiative and pictures were shared on social media. However, it should be stated that people were quite sensitive for an incentive. Furthermore, only when distributing the cards with a real call to action on it and constantly informing people about it, people were willing to pass by. Taking the first step by the people themselves mostly did not happen and might indicate that the initiative is not yet known enough among the crowd. When looking at the number of people who unliked the Facebook page on the 17th of August or the days and weeks after it, in figure 5 below, it can be recognized that on the 17th of August itself, only 8 people unliked the page and the days and weeks after the 17th of August the total amount of unlikes were 13. This might indicate that although many people liked the Facebook page on the 17th of August due to getting an incentive, many of the people remained connected to the Facebook page. This could indicate that the people did not

only like the Facebook page for the incentive of getting a bottle, but that the content created and posted on the Facebook page or the initiative itself made them stay connected to the Facebook page and feel psychologically engaged or attached to it. It might also indicate the social solidarity part as one of the elements of a social movement and other motivators are being triggered, since people who liked the Facebook page feel obliged to show solidarity towards the CSR initiative since it is about a topic to make the world a better place.

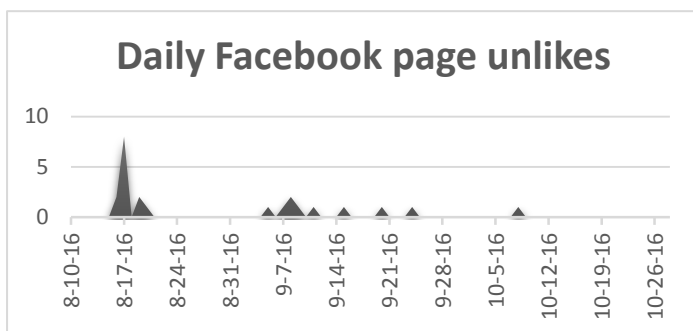


Figure 5. Daily Facebook page unlikes

4.3.2 Online campaigns run on Facebook

Next to this offline and online combination way of making people aware of the initiative and make them engaged, the focus was on online creating engaged users. Long-term paid campaigns were executed in the period from the beginning of the August till the 23th of September, in collaboration with an external digital agency. It should be mentioned here, that due to the fact that the movement was just started and the social media platforms were just launched, no initial fan base or awareness was present before sport event begun. Therefore, some of the campaigns had just the initial goal to create awareness and an initial fan base of people who liked and followed the social media pages. Next to that, other campaigns had the goal to get engaged people, though it was expected that this engagement would not happen to a large extent already in this phase of the process. With regard to the measurements shown in the following Facebook results section with associated tables, a full description of these available measurements is provided in Appendix 7.2.

Concerning the several longer-term Facebook campaigns, campaigns like a video campaign, a page like campaign, a banner campaign, a lead ads campaign and a win action campaign were all run in this period till the 23th of September. Next to these longer-term campaigns two one-day during campaigns were run as well, which were focusing on the theme of the European week of sports and the Dutch day of sustainability. In Table 2 below, a short description of all these campaigns is given with its main characteristics as design, target group, related goals set and period of time the campaign in question run.

Type of campaign	General characteristics of campaign	Goal of the campaign	Target group settings	Period the campaign run
------------------	-------------------------------------	----------------------	-----------------------	-------------------------

Facebook video campaigns	Two different videos.	Make people aware of initiative and hopefully engagement	1) The entire Dutch population and 2) People who were interested in sports.	First video campaign: 10 th of August till 23 th of September. Second video campaign: 31 st of August till 23 th of September
Facebook banner campaign	Image of the initiative was shown with a compelling text and subtle call to action 'discover it yourself'.	Let people visit and click to the new Gamma website and let them click on the Facebook page like button in the campaign to get a larger fan base and probably more engagement in the end to other organic content	1) The entire Dutch population and 2) People who were interested in sports.	10 th of August till the 9 th of September
Facebook page like campaign	A discrepancy has been depicted by use of two images which show the opposite of each other: remind people of discrepancies between countries and what the possibilities are with the CSR initiative. Furthermore, a clear call to action is used in the text above the campaign and in campaign itself.	Generating more page likes which thereafter might increase the engagement of people to organic content.	1) People with age 18 till 45 years 2) People with age 18 till 45 and interest in charities.	Decided to launch after evaluation meeting on 31 st of August: launched the 10 th of September till 23 th of September.
Facebook Lead Ads campaign	Again a discrepancy depicted between sporting facility situations in poor country destinations and countries where facilities are optimal. Besides, a personalized question and a specific call to action present.	Freely let people request a Gamma brochure. This could be done by the register button in this campaign. Also possibility to like Facebook page with page like button.	People with age 18 till 45 and interest in charities	Decided to launch after evaluation meeting on 31 st of August: launched the 5 th of September till 23 th of September.
Facebook win action campaign	People could win a Gamma beanbag. Assumed that people were sensitive for incentives or extrinsic motivators like this. Specifically asked to people to first like the Facebook page of Gamma, share the message and tag a person in a comment.	Get engaged and active people towards this campaign and towards organic posts on Facebook.	1) Friends of followers 2) People who had some earlier interaction with video campaigns 3) Facebook followers itself	Decided to launch after evaluation meeting on 31 st of August: launched the 6 th of September till 23 th of September

Facebook one-day campaign European week of sports	Showed a realized project in which a company invested and the partners of this project were tagged in the campaign. The campaign included a clear call to action.	Get engagement both from these partners as from the 'crowd'.	People having a linkage with the investing company and the age of 18-45	12 th of September
Facebook one-day campaign Dutch day of sustainability	Video shown in campaign with call to action to share the video.	Let people share the video and create engagement. Note: High budget for one day: €250,-.	People having a linkage with sustainability	10 th of October

Table 2. General characteristics run Facebook campaigns

4.3.3 Facebook overall campaign engagement results

Now that the main characteristics of these campaigns are described in Table 2 above, it is interesting to look at the overall results of these Facebook campaigns in terms of measurements related to engagement, since these numbers mostly indicate an active committed attitude of users. It should be mentioned that concerning the following results tables Table 3 and Table 4, numbers are sometimes shown between brackets behind the absolute numbers. This number between the brackets shows the result when it is divided by the amount paid. By doing so, it is known what the result is of a certain measurement if €1,- was spent, which makes it possible to make more reliable comparisons and better evaluate the results. Besides, the abbreviation n/a in the result tables stands for not applicable. Concerning the several campaigns run within the period of the 10th of August till the 23th of September, some of the campaigns run the entire period, others were ended or new ones were added meanwhile. Campaigns with somewhat satisfying awareness or engagement results and in terms of reaching the goals set beforehand were the two video campaigns and the win action campaign. Though it should be stated that even these two campaigns did not result in real longer term engagement or commitment. Regarding the two video campaigns, which were the 'Video 1' and 'Video 2', total campaign results (see Table 3, column C), without making a distinction in target groups or type of video, show that the reach of the campaign and so the awareness, the amount of times the video had been viewed and the amount of actions people took is relatively high per €1,- spent. However, caution should be given to this last measurement, since liking and sharing as possible actions of people on this video campaign were perceived as somewhat low. Therefore, the numbers indicating the people who took some kind of action are somewhat misleading. Comparing the performance of the two different video campaigns, for the specific period of time both video 1 and 2 were running without making a distinction in target groups (see Table 3, column A), it can be recognized that the video 2 which was later on added, performed considerably better than video 1. This especially in terms of reach, video views, people taking action, people who viewed the video for the full 100% and the number of likes on the video, as the numbers between the brackets show if €1,- was spent. Since the numbers between the brackets for both video's show the results if €1,- was spent, it is comparable and it can be stated that video 2 performed better on these measurements even when the automatic Facebook optimization algorithm is taking into account. Also concerning the relevance score, this score indicates that video 2 is seen as slightly more relevant than video 1. This might have to do with the fact that video 2 anticipates more to the feelings and emotions of people. So, different type of content of a video influences the engagement of the crowd on Facebook around a CSR initiative. When comparing the

effectiveness of targeting different target groups (see Table 3, column B), the sports interested target group performed better in terms of reach, frequency, number of video views, and unique people taking action if €1, - was spent compared to the Dutch population target group. Only on the measurement of fully watching the video, this sports interests group performed slightly lower. Regarding the number of likes on the video campaign, the result when €1, - was spent, were the same for both target groups, namely when spending €1, -, 0,16 likes were gathered. This result can be seen as somewhat ineffective, because of the fact that €6,25 should be spent before getting one like on the video campaign. By knowing that the sports interested target group did perform better than the entire Dutch population target group, it might indicate that targeting a group of people with a high chance of having identifiable characteristics with the CSR initiative, is a wise thing to do concerning a paid video campaign to get people engaged, which is supported by the chance of bond of identification as a key element in social movements mentioned by literature as well. This leads to the following proposition:

Proposition 1: Targeting people of the crowd with a high chance of creating a bond of identification for the CSR initiative, is a wise thing to do regarding engagement.

Concerning the other well performing Facebook campaign, which was the win action beanbag campaign running from the 6th of September till the 23th of September (see Table 4, column D), the campaign performed relatively well in terms of engagement around the post itself measured by looking at the people who showed some commitment to the campaign in terms of liking the post, sharing the post or commenting on the post. The campaign resulted in approximately 49 page likes, the post was shared 75 times and 55 times people commented on it. Compared to the other campaigns which were already run before this win action campaign was launched, this active and engaged attitude of people has never been observed before to this extent. However, it should be stated here, that people were specifically asked to perform certain actions in order to be able to win a beanbag and thus were given an incentive in this campaign which might have triggered their extrinsic motivations. Though, to be able to assume if this was the case, it was observed if page likes went down when the winner of this win action was announced, if people showed commitment to other posts and if people still stayed connected to the Facebook page. On the 7th of October the winner of the beanbag was announced on Facebook. Looking at the page unlikes on this specific day and the days after, it can be recognized that only on the 8th of October, one person unliked the Facebook page. This might indicate that people stayed connected and psychologically attached, although they did not win the beanbag. Though, concerning the engagement to other posts of the people who showed commitment to the win action campaign, this engagement was extremely low. This indicates a kind of slacktivism, since people showed some initial commitment in terms of liking and sharing the win action and the Facebook page, but did not show any commitment afterwards (McCafferty, 2011; van den Broek, 2016).

Regarding the other remaining longer-term campaigns which also run in the period of the 10th August till 23th September, the engagement results were somewhat dissatisfying and in terms of meeting the goal set for that specific campaign beforehand as well. Here the Facebook banner campaign, the Facebook Lead Ads brochure campaign and the Facebook page like campaign were the ones which did not really meet expectations (see Table 4, column A, B and C). To start with the Facebook page like campaign, which should have resulted in more Facebook page likes to increase the followers or fan base (see Table 4, column B), did not result in a considerable amount of likes. One could say that the amount paid could have been increased, so that more people could have been reached and more page likes could have been gathered. However, when

evaluating this consideration within the project team and with the external agency, it was decided not to do so, since it was not expected that more budget would result in more page likes. A larger amount of likes should have already happened with this amount of budget and people reached. To continue with the Facebook Lead Ads brochure campaign (see Table 4, column C), this campaign should have resulted in both free requested brochures of users and more page likes, though both did not really happen. Only 3 brochures were requested and only 3 people clicked the page like button. The three people who requested a brochure were sent a personalized download e-mail with the e-mail software Mail Chimp. With this software, one could check if the people who have been send an e-mail to, did actually open the e-mail or clicked on the content of the e-mail. Considering the three e-mails which had been send to the three requesters, none of these requesters opened or clicked on the e-mail with the download opportunity of the brochure (see Appendix 7.3). The fact that the people who requested a brochure did not open or clicked on the brochure download e-mail, indicates that the engagement was low and that these people did not show an active attitude although they requested a brochure. Finally regarding the Facebook banner campaign (see Table 4, column A) this one did not meet expectations in terms of engagement and awareness. Regarding the banner campaign, it can be recognized that the reach of this campaign when spending €1, - is quite satisfying. Though the amount of people who performed some kind of action and especially the amount of people who clicked on the Facebook page like button in this campaign is not perceived as high or satisfying. Although the amount spent was not that high, it was not expected that the engagement for this campaign would increase according to the project team and neither according to the opinion of the external digital agency. Therefore, it was decided by the project team in consultation with the agency, to end this campaign already on the 9th of September during an evaluation meeting, instead of the 23th of September.

	A: Results comparing video 1 with video 2 from 31-8-2016 till 23-9-2016		B: Results total video campaign comparing the two target groups from 31-8-16 till 23-9-16		C: Results total video campaign without distinction in target group or video type 10-8-16 till 23-9-16
Measurement	Video 1	Video 2	Entire Dutch population target group	People who are interested in sports	
Amount paid	€107,97, -	€259, -	€370,91, -	€327,64, -	€698,55, -
CPM	€5,85, -	€6,39, -	€4,17, -	€2,68, -	€3,31, -
Reach	16423 (152,1)	51551 (199,0)	47505 (128,1)	49694 (151,7)	78285 (112,1)
Relevance score	2	3,5	-	-	-
Frequency	2,99 times	3,16 times	1,87 times	2,46 times	2,70 times
Nr. of video views	9306 (86,2)	38122 (147,2)	44743 (120,6)	48400 (147,7)	93147 (133,3)
Nr. of people who viewed the video for 100%	158 (1,5)	1069 (4,1)	1224 (3,3)	1012 (3,1)	2236 (3,2)
Video for 100% as a % of the amount of video views	1,7%	2,7%	2,7%	2,1%	2,4%
Unique people taking action	7302 (67,6)	27576 (106,5)	26736 (72,1)	25216 (77,0)	42256 (60,5)
Nr. of likes on video	6 (0,06)	54 (0,21)	61 (0,16)	52 (0,16)	113 (0,16)

campaign					
----------	--	--	--	--	--

Table 3. Results Facebook video campaigns

	A: Results Facebook banner campaign 10-8-16 till 9-9-16		B: Results Facebook like campaign 31-8-16 till 23-9-16		C: Results Facebook Lead Ads campaign 5-9-16 till 23-9-16	D: Results Facebook Win action campaign 6-9-16 till 23-9-16
Measurement	Entire Dutch population target group	People who are interested in sports	Age category 18-45 and with an interest in charities	Age category 18-45	Age category 18-45 and with interest in charities	
Amount paid	€52,56, -	€48,48, -	€2,59, -	€7,17, -	€39,89, -	€63,27, -
CPM	€4,32, -	€3,31, -	€11,21, -	€6,15, -	€11,40, -	€1,20, -
Reach	9755 (185,6)	11952 (246,5)	201 (77,6)	924 (128,9)	2676 (67,1)	9055 (143,11)
Relevance score	2	2	n/a	n/a	2	n/a
Frequency	1,25 times	1,23 times	1,15 times	1,26 times	1,31 times	5,81 times
Unique people taking action	97 (1,85)	103 (2,12)	7 (2,7)	19 (2,6)	23 (0,58)	132 (2,09)
Nr. of likes on campaign	11 (0,21)	7 (0,14)	n/a	n/a	0	88 (1,40)
Clicks to website	95 (1,81)	97 (2,0)	95 (36,7)	97 (13,5)	20 (0,50)	-
Page likes out of the campaign	0 (0)	1 (0,02)	7 (2,7)	19 (2,6)	3 (0,08)	49 (0,77)
CPC	€0,28, -	€0,26, -	n/a	n/a	€0,74, -	€0,24, -
Requested brochures	n/a	n/a	n/a	n/a	3 (0,08)	n/a
Shares of post	0	2	n/a	n/a	0	75 (1,19)
Comments on post	0	0	n/a	n/a	3	55 (0,87)

Table 4. Results different Facebook paid campaigns

Next to all these longer term campaigns, two Facebook posts which were given a one-day promotion were run as well. Both were related to an international day or week around a certain topic with some kind of connection with the CSR initiative in question. Results of these promoted short campaigns are shown in Table 6 below. Only the campaign on the Dutch Day of Sustainability resulted in a satisfying amount of engagement. As can be recognized out of the result table in Table 5, column B, the budget or amount paid for this campaign was relatively high for a one-day campaign compared to the other campaign run, namely €250, -. However, it was decided to see what happened if a high amount of budget was set for one day, in terms of engagement. Soon it could be recognized that engagement in terms of liking, sharing or commenting did occur. Especially when comparing this one-day campaign in which the same video was used as the video 2 campaign run earlier with approximately the same amount spent but then over a longer period of time, it can be recognized that in terms of likes and shares, this campaign performed well for a one-day campaign. The results look quite similar as the video 2 campaign run earlier, especially on the number of likes. However, this one-day campaign performed better in terms of shares, which could be declared that in this campaign it was specifically asked for it to share. In terms of liking the page, this result was somewhat disappointing. Though, it could have been explicitly asked for it, but then the campaign would consist of two call to actions, which was assumed to lead to confusion for the user. Overall it can be learned from this one-day campaign that it can be quite effective to share the message around a CSR initiative in a relatively short time, but a relatively high amount of budget is needed as

well if effectiveness in terms of engagement is desired. Action words and explicitly asking for an action pays off in terms of actual actions.

	A: Results European week of sports campaign 12-9-16 till 14-9-16	B: Results Dutch Day of Sustainability campaign 10-10-16 till 11-10-16
Measurement	Results	Results
Amount paid	€20, -	€250, -
CPM	€5,62, -	€6,12, -
CPC	€0,74, -	€0,48, -
Reach	3073 (153,65)	38728 (154,9)
Relevance score	4	2
Frequency	1,16 times	1,10 times
Unique people taking action	749 (37,45)	14056 (56,22)
Video views	807 (40,35)	16276 (65,1)
Nr. of people who viewed the video 100%	32 (1,6)	272 (1,1)
Number of likes on campaign	6 (0,3)	43 (0,17)
Amount of times post is shared	0 (0)	22 (0,08)
Comments on the post	0 (0)	0 (0)
Page likes out of the campaign	n/a	3 (0,01)

Table 5. Results two short Facebook campaigns

4.3.4 General organic Facebook posts engagement results

Next to all these longer term paid campaigns, general organic posts without any promotion were posted on Facebook mostly on a frequent basis. During the period from the 10th of August till the first of November, a total amount of 60 written posts were posted by the project team on Facebook. Concerning these 60 posts, Appendix 7.4 shows the characteristics of the posts and the results of the post in terms of the theme of the post, the use of framing, the use of a call to action, the reach, overall engagement, likes, shares, comments and the fan base on the day the post was posted. Regarding the several themes used, these themes were related to international days having a linkage with the CSR initiative, posts about a linkage with the sustainable development goals, posts about the impact of the CSR initiative and relevant real time events or news around the initiative. These themes were sometimes used interchangeably or were combined. Next to differing on themes, content could also differ in terms of including a URL in the post, a video, a photo, asking for a call to action or a combination of these. With regard to the specific post results it can be recognized that in general the results of engagement in terms of liking, sharing or commenting were quite disappointing. Even when fulfilling theoretical requirements as framing, personal touch, expressing passion, giving a ‘why’ to share, did not result in the expected engagement numbers. This made that the following proposition is formulated.

- *Proposition 2: A personal touch, expressing passion, giving a ‘why’ to share and the use of the three types of framing in frequently posted organic content as proposed by theory, did not results in more engaged users.*

Also the reach of each post is relatively low when no promotion is given to a post, which can be declared by the fact that the turnover rate of posts on Facebook is high, as supported by earlier described theory (Yamaguchi, 2014; Stam, 2016). This means, that when posting a non-promoted post, it will disappear within a few hours, resulting in a low reach and a high probability of low engagement as well. Concerning the engagement on the posts, it is interesting to take a look at the so called engagement rate, which is calculated in the following way: (Total engagement on a post)/ (Reach of the post) (Smitha, 2013). Looking at this engagement rate per

post, the average engagement rate from all of these posts, is 7,5%. Compared to one of the benchmarks of the average engagement rate of a Facebook page with a same amount of followers, which is 0,96% according to Leander (2016), this engagement rate of 7.5% is relatively high. A possible explanation can be that although the Facebook page only has 318 fans, the amount of engaged people is relatively high for such a fan base and knowing that these posts did not get any kind of promotion. Though, it should be kept in mind that just clicking on a post is also included in this engagement rate which could lead to a distorted view on this engagement. Concerning real engagement around a post with the goal of this research kept in mind, just clicking is not enough for spreading the word about the CSR initiative. Therefore, concerning the engagement rate when excluding the clicks and just focusing on likes, shares and comments, the average engagement rate of general posts changes into 2,1%, which still is relatively high compared to the benchmark. This is quite a difference with the 7,5% engagement rate which seems to be misleading. In the end, the project team was not satisfied with the general organic post engagement numbers neither was the external digital agency.

4.3.5 Facebook overall page engagement results

Combining the general organic Facebook posts and the paid promoted campaigns run, results in the overall Facebook page engagement results. In figure 6 below, the number of engaged people per day is depicted. As can be seen in this figure, on the 17th of August the figure shows a peak which can be declared by the large amount of passersby liking the Facebook page and posting a picture on it, and another peak around the 10th of October, which can be related to the Dutch Day of Sustainability campaign in which many people shared the video. Next to these two peaks, it can be recognized that during the period from the beginning of August till the 23th of September, the engagement numbers were larger than the period when there was no campaign run. So this means that running a campaign is more effective for engagement than just organic general post on Facebook around a CSR initiative. Though, even these higher engagement numbers while running the campaign compared to the organic posts, remained somewhat disappointing, no real word of mouth or content going viral occurred and slacktivism was present to a high extent.

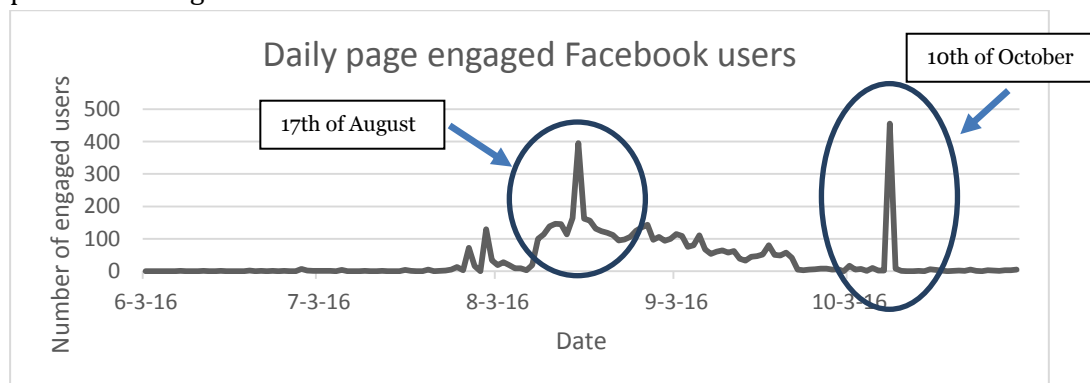


Figure 6. Daily page engaged Facebook users

4.3.6 Instagram as a channel to create activism around the CSR initiative

Next to all the Facebook interventions to stimulate the crowd to be active around Gamma, Instagram was used as well from the beginning of August, since it was assumed to be a suitable channel for activating the crowd due to high engagement numbers as supported by theory (Smith, 2016). Though, it should be noted that in terms of opportunities for running campaigns and monitoring, this channel provides less opportunities compared to Facebook. In Appendix

7.5, an overview of data measurements which could be gathered with the program with comprehensive description is given. As can be recognized from this Instagram measurement table and comparing it to the Facebook analytics measurements, some measurements are not included in this Instagram measurement. This can be declared by the fact that the free Instagram analytical software tool could not measure this type of data gathering, due to built-in settings of Instagram itself. It was tried to communicate about the initiative by frequently posting posts on Instagram with relevant #hashtags to become recognized by the crowd. The type of content largely corresponded with the type of content used on Facebook, though more hashtags were used on Instagram. Regarding the total amount of posts posted on Instagram from the period of the 27th of July till the 18th of November, this amount is 63 Instagram posts. On this specific 18th November date, the fan base in terms of amount of followers was 107. The amount of people who were followed by the Gamma profile itself, was an amount of 204. Concerning the engagement numbers, a total amount of 903 likes and 80 comments were received on all the posts taken together. Figure 7 depicts the amount of posts distributed per month and the likes and comments received in total on the posts per month. The months August (24 post) and September (26 posts) were the two months in which the most posts were distributed on Instagram. As can be recognized, these two months show a considerable amount of likes as well. Though, the month October shows a higher amount of likes than the month August, although the amount of posts in the month October were lower (7). This could have been declared by the fact that the follower base in August was relatively low compared to the follower base in October. This follower base and growth in amount of followers is depicted in Figure 8. At the end of August, the follower base amount was 45 followers and at the end of October this amount of followers has risen to 90 followers. So this amount of followers was doubled.

The post which received the largest amount of likes, namely 78 likes, was a post with a picture of a boy looking at a project of Gamma with a large heading with the text: 'This can change our world'. The fact that many people liked this specific Instagram post might be declared by the fact that the message is compelling and anticipates to the emotions and feelings of users together with the picture. Next to this post, there was another post which received both many likes and comments compared to other Instagram posts, namely 53 likes and 18 comments. Surprisingly about this amount of likes on this post is the fact that this post did not show any impact or emotions, but just a product view in a short movie. One should expect based on theory that people should be given a 'why' by use of certain content and content should respond to emotions and feelings of users to be able to get engagement.

Continuing on the liking and commenting, next to post specific numbers of certain posts, it is interesting to take a look at the overall engagement numbers, which is measured by the software tool as the engagement rate per post. This engagement rate per post is based on the likes and comments received divided by the number of followers at the time of a post. The engagement rate was calculated for each post. Based on all these engagement rates per post, the average engagement rate per post was 19,35%. Comparing it to the average engagement rate of 4,3% as a benchmark according to Kolowich (2016), it can be stated that the amount of 19,35% is surprisingly high. Although this relatively high percentage number about engagement, it seemed to be hard to get followers connected to the Instagram account. Furthermore, one should ask themselves what the time and effort put in Instagram to get users engaged, really delivers to the organization running the Instagram account, since it seems that many users soon disconnect with the account when they notice they are not followed back.

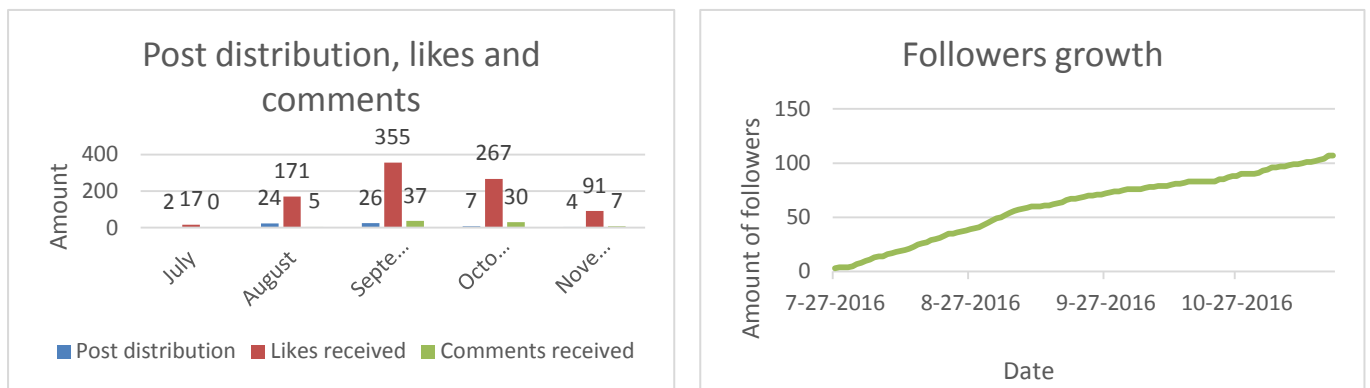


Figure 7. Instagram post distribution, likes and comments received & followers growth per day

4.3.7 Overall results of the online social movement around the CSR initiative by using Facebook and Instagram as channels to create engagement

Now that the results of the online social movement to engage the crowd around the CSR initiative of Gamma by use of both Facebook and Instagram had been described, it can be stated that a lot of effort, time and money is needed to get the crowd engaged in a CSR initiative. This results in the following proposition:

- *Proposition 3: Getting users engaged to social media content on Facebook and Instagram around a CSR initiative requires a lot of effort, money and time.*

Besides, people of the crowd are sensitive for getting some kind of gift or incentive both in the offline and online world, since it motivates them to perform some kind of action on social media. The offline way of getting engaged users of the crowd is furthermore quite effective as shown in the following proposition.

- *Proposition 4: An offline way of getting the crowd engaged to the CSR initiative and make them perform an online kind of action is quite effective when comparing it to only online ways of achieving this.*

This indicates the necessity for a synergy between offline and online. Though, in the online world, slacktivism is present to a high extent and sustained interaction and social solidarity as elements of a social movement are lacking, since people who showed some kind of initial commitment on social media by liking or following the social media page, did not show further commitment or engagement to other posts or campaigns. Even when specifically asking users to share content or take an active attitude, this was not the case, although literature states that it will actually happen if you do so. A possible explanation can be that users do not feel sufficiently personally attached to the content since it is not some initiative they can invest in themselves or a brand they can buy something from and so they can identify themselves with. Furthermore, the relatively low fan base amount can be a possible explanation as well, since literature states that the higher the reach of people the higher the engagement will or can be (Egan, 2016). This results in the following propositions:

- *Proposition 5: When providing an incentive to users for sharing the message or perform some kind of action as an extrinsic kind of motivator, users are more likely to do so then not providing an incentive both in the offline and online world.*
- *Proposition 6: Slacktivism is present to a high extent concerning a CSR initiative from which social media users cannot tacitly buy something from or had a bond of brand identification with in the past*

- *Proposition 7: Even when specifically asking users of the crowd to share the message and spread the word either in paid campaigns or organic posts as proposed by theory, this sharing and spreading is done to a small extent.*
- *Proposition 8: The amount of followers in the fan base largely determines the reach of an organic post and so the accompanied engagement.*

Furthermore, although organic content is regularly posted on social media, it does not result in user generated content, sustained interaction or more engagement, this again might be declared by the high turnover rate of content on social media as mentioned in literature or the low fan base (Yamaguchi, 2014; Stam, 2016; Egan, 2016).

Regarding the findings related to the suitability of the two channels Facebook and Instagram in specific for getting engagement around a CSR initiative, running paid Facebook campaigns is more effective than organic Facebook posts, as supported by literature as well. Instagram seems to be a more effective channel in terms of engagement, though it should be kept in mind that some people on Instagram just like or comment on a post to be followed back or receive likes on their own Instagram posts. Besides, the lack of an optimization algorithm in Instagram and the fact that no extensive advertisement opportunities are available on this medium compared to Facebook, makes it that lot of effort should be put in making the right content in terms of relevant pictures with relevant hashtags for which many users are sensitive or search for to be visible to a large extent for new users which might be able to follow you as an organization.

Therefore, it is difficult to decide which channel is more effective to get the crowd engaged. These findings result in the following proposition:

- *Proposition 9: Paid Facebook social media campaigns are more effective for getting engaged users in the context of a CSR initiative than organic Facebook posts, though still engagement remains low.*
- *Proposition 10: Both Facebook and Instagram provide reasonable opportunities for creating some engagement around a CSR initiative.*
- *Proposition 11: Although more interaction and engagement occur on Instagram compared to Facebook, it is difficult to let followers stay connected to your Instagram account and show further commitment.*

In the end, engagement results did not meet expectations wherefore one could state that more budget or a different kind of approach could have been adopted like using influencers to spread the message or making use of other opportunities of external agencies to get the crowd engaged. Though as also mentioned in the strategic entrepreneurship part earlier before, due to budgetary restrictions, the organizational transition, lack of full management and organizational commitment, the need to make rapid progress with little capacity of employees, this was not feasible. Perhaps, more time and patience is needed as well to really get engagement.

Regarding the intermediate effect which in this case was creating awareness and engagement, this effect is partly reached. Obviously, due to the campaigns run and the general organic posts posted on Facebook and Instagram, many people interacted in a way with the content created; this could be by watching a video, clicking on content, liking posts, sharing posts or commenting on posts. This all was not present at the start. Though, more engagement and disruption was hoped for. Regarding the ultimate effect which was indirectly reaching CSR business decision makers, it is assumed that this could not have happened with these engagement numbers.

- *Proposition 12: With a small amount of crowd engagement around a CSR initiative, reaching the ultimate end goal in terms of indirectly reaching business decision makers is hard to imagine.*

Now that these findings are known, the organization should also ask themselves if this crowd activating and engaging activities were and still are meaningful, because: What is or can be achieved around this CSR initiative by getting engaged users of the crowd? This is something the organization should think about comprehensively. Especially due to the fact that the rest of the organization of Division X did show little commitment for this crowd side of the CSR initiative, no budget is made or has been made available and the digital agency neither believes in this crowd side approach. Regarding this decision, the organization actually indirectly made a choice to focus more on the more business side or also referred to as the Zeta side. This because the organization believes that the right target group is on this business side, which are CSR managers of MNCs. This believe or assumption is just based on some kind of feeling, since no research has been executed on this specific target group to check whether this actually is the right group of people to target. Nor it is known if this target group searches in an online manner or if an offline manner is preferred and if these business CSR people are sensitive for crowd activism around a CSR initiative. Therefore, 12 semi-structured interviews were conducted with CSR managers of MNCs

4.4 Results interviews CSR managers

The data gathered from these interviews provide answer to topics like the opinion of the CSR managers about the CSR initiative Zeta/Gamma, the decision making of these CSR managers, the search behavior of these CSR managers for new CSR initiatives, if they are sensitive for engagement from the crowd around a certain CSR initiative and many other topics were discussed. The transcripts of these interviews have been coded and resulted in the Table in Appendix 7.6 with found categories and a short description of the related answer per case. Below a description of these results is given in a summarized manner.

4.4.1 Job description & CSR strategy

Regarding the interpretation of the job function of the interviewed people with the job title 'CSR manager or sustainability manager', the tasks of all these people is to create and implement a CSR strategy within a firm and ensuring that all business units comply to the formulated CSR strategy. When asking these CSR managers how they actually would describe this CSR strategy, this strategy is often set for a long-term period of time and often focused on a few core themes chosen for by the organization on which afterwards a CSR report is written. This CSR report is more often integrated in the general annual report instead of a separate CSR report. Some of the firms currently are focusing on the trending Sustainable Development Goals and actually already took it into account in their CSR strategy. Though the majority of the organizations know what the SDGs are, but do not yet incorporate it in the CSR strategy.

A foundation is mentioned as well by some of the interviewees as part of a CSR. Such a foundation is separated from the organization itself especially in terms of budget to be able to fully commit to making CSR choices and having a clear enduring vision and commitment to it. Based on these findings, the following main propositions are formulated:

- *Proposition 1: In line with theory, CSR managers are responsible for creating and implementing a CSR strategy.*
- *Proposition 2: A CSR report constructed by MNCs currently more often takes an integrated form in terms of being integrated in the annual report instead of a separate CSR report.*
- *Proposition 3: The Sustainable Development Goals are known under CSR managers, though not yet implemented by all organizations.*

4.4.2 Dilemma's faced with CSR

The interviewees were asked if some kind of dilemma was faced while implementing or creating a CSR strategy. One big dilemma mentioned several times is the fact that getting employees of your organization with you in the entire CSR journey is very difficult, just like getting management support for CSR choices made. This dilemma of getting internal organizational support has to do with the fact that CSR often is regarded as a part of a business which only costs money and does not deliver a return. Next to this internal organizational support dilemma, there is the budget or money dilemma. One interviewee stated: *"There are always more CSR initiatives requested to invest in than there is budget"*. The diversity of CSR initiatives in which investments can be done is extremely high, which creates a dilemma for the organization to make the right choices with a certain amount of budget. Based on these findings, the following main proposition is formulated:

- *Proposition 4: Creating internal support, money and budget are dilemma's faced by MNCs regarding making choices to invest in CSR initiatives.*

4.4.3 Core business alignment & Selectivity in making choices

Every interviewee clearly mentioned that core business alignment when making choices regarding CSR is a key thing to do. It becomes more important nowadays to integrate CSR in the core business and align the choices made with this core business and the chosen core themes of the CSR strategy. Just some quotes: *"When you deviate from your core business, the organization thinks that it just costs money and that it's not relevant at all"*; *"It is more relevant to invest in something close to your core business"*; *"New choices regarding CSR should always be aligned with the core business"*; *"It is important to stay close to your core CSR themes"*. All these quotes are about the core business alignment and focusing on the core themes, which results in the fact that selectivity is present to a large extent when making choices regarding CSR initiatives. It is very important to make the right choices which are close to the chosen CSR themes and core business, since *"you can only spend money once"*, as stated by one of the interviewees. This fit furthermore is very important to get all the internal staff attached and committed to CSR and satisfy the stakeholders of the organization.

Due to this selectivity and focus on core themes and core business, the charity like project investment are paste tens. It is stated that *"CSR is not about investing in charities anymore"*. Almost all interviewees mention that as little as possible investments in charities are executed and if done so, this is done by a foundation or if there is a strong alignment with the core business or core CSR themes. Though, the interviewees stated that when the organization started a few years ago with implementing CSR and creating a CSR strategy, charity like investments were executed, since no clear direction for CSR was present at that moment. Based on these findings, the following main propositions are formulated:

- *Proposition 5: The importance of a core business alignment highly determines which choices are made regarding investment in new CSR initiatives*
- *Proposition 6: Investing in charity like CSR initiatives is something preterit.*

Now that it is known that a large extent of selectivity is present in making choices it is interesting to know if CSR managers would like to know the impact of an investment beforehand, which brings us to the next category.

4.4.4 Importance of knowing impact of investments

Many of the interviewees mentioned that knowing the impact is important. Though, they agreed on the fact that getting a strong business case beforehand is very difficult, since you cannot measure everything quantitatively. Therefore, the term ‘social return’ and ‘social impact’ was mentioned several times, which is about the descriptive story of the impact, which might be satisfying as well when considering investment in a certain CSR initiative. Next to quantitative numbers and social impact/return described in a business case, several interviewees answered that sometimes it just has to feel good when making a choice. The following is stated: *“Knowing the impact of an investment in a CSR initiative or project is nice, though if it feels good it is sometimes the best way to make choices; Belief in it.”*; *“Sometimes it is just a fingerspitzengefühl”*; *“Sometimes just do things on a trial and error basis”*. All these statements suggest that choices regarding CSR initiatives are sometimes also just based on a belief or right feeling. Though one important note to make is that the core business or core themes alignment is always in the head of the decision makers, since this is seen as one of the most important things. Based on these findings, the following main proposition is formulated:

- *Proposition 7: Knowing the impact of an investment in a CSR initiative is important, though sometimes based on feeling and belief as well while still keeping in line with core business.*

Now that the way of making decisions has been described in which clearly can be recognized that core business alignment, core themes alignment and selectivity are important and the fact that choices sometimes just have to feel right next to these requirements, it is interesting to see how these CSR managers can be triggered for new CSR initiatives and if this triggering happens in an online or offline manner. This is especially interesting in the context of this study, since the focus of the process around the CSR initiative in question is more on an online way of triggering, although the focus did not initially lie on this CSR managers target group.

4.4.5 Triggered (offline vs. online) for new CSR initiatives

Regarding the search behavior of the CSR managers and the way these people can be triggered, the conducted interviews revealed corresponding answers. Many of the interviewees stated that they prefer a face-to-face approach in the offline world to get informed and triggered for new CSR initiatives. These managers want to get in touch with relevant people who have a connection with the field they work in their selves and build partnerships with them. It is stated that: *“Building a network of partnerships is key and talking to people as well.”*; *“Face to face is preferred when getting informed about new CSR initiatives”*; *“Get in touch with people and talk with them.”*; *“I’m triggered by enthusiastic people telling an inspiring and enthusiastic story about a CSR initiative.”*; *“A personal talk works best.”*. These statements of several interviewees all indicate the importance of personal contact. Especially visiting relevant seminars, conferences or events is important for this personal contact according to the CSR managers. Furthermore, several events have been organized by the organizations themselves as well for which many partners and relationships are invited. Next to this offline way of getting in touch and getting informed about new CSR initiatives and developments in the field the CSR managers operate in, the online side of getting informed and triggered is mentioned as well. Newsletters are the kind of online source often mentioned by the interviewees. They state that certain influential newsletters of MVO Nederland, Duurzaamheid.nl etcetera. are being received and read afterwards. Next to this newsletter way of getting informed and being triggered, sometimes

social media is used as a source of inspiration as well. LinkedIn as a social media channel is scanned most of the times and Twitter sometimes.

Another online way of being triggered, which is moreover a quite direct way of approaching, is sending direct emails about CSR initiatives. All the interviewees mention, that they receive many requests to invest in new CSR initiatives in their mailbox on a daily basis. When asking them how they perceive this direct mailing and request, the interviewees stated *“A direct approach for CSR initiatives happens, though it is not experienced as annoying but as a sign of interest.”*; *“Many times direct approached for CSR initiatives. Not experienced as negative: Many good ideas are invented by other people or organizations”*; *“Not annoying, it shows that people dove into your CSR policy and show interest in it”*; *“It is interesting to hear from another party why they see a certain CSR initiative having interfaces with your organization”*. All these statements clearly depict that using a direct approach to make CSR managers aware of new CSR initiatives is not perceived as annoying and is sometimes even desired and perceived as inspiring and interesting. Though, although this direct approach is not experienced as annoying, the CSR managers stated that they initially know if a certain CSR initiative fits the organization or not and many times the managers have to reject the offers.

Another interesting search behavior which has to do with scanning trends in the market regarding CSR, the CSR managers state that this scanning of trends is certainly performed by the organization. Some of the CSR managers state that they only look for megatrends and the relevance of such a megatrend for the business, while others only search for small business trends related to the core themes of the CSR strategy. Based on these findings, the following main propositions are formulated:

- *Proposition 8: Although online presence is desired next to the offline way, offline personal contact and conversations are preferred above an online way of being informed about a new CSR initiative.*
- *Proposition 9: CSR managers read newsletters and visit relevant events and organize events themselves to get informed about new CSR initiatives.*
- *Proposition 10: CSR managers do not get annoyed of sending direct emails about your new CSR initiative, only if you make the connection and win-win situation clear.*

4.4.6 The role of the crowd

Next to these aforementioned ways of getting informed and triggered about CSR initiatives, the interviewees were specifically asked about the role of the crowd and society to act on CSR and if these CSR managers can be triggered for a CSR initiative if the crowd shows extreme support for one. Regarding the pressure from the society to act on CSR, many answers provided show that this pressure from society is present and that organizations should continuously act on CSR, although this pressure mainly comes from government and stakeholders of a firm. Besides, competitors are a source of pressure as well, since organizations cannot stay behind the competition. Next to the question about pressure from the society, the opinion about social media and support from the crowd for a certain CSR initiative on social media was specifically asked for as well. Many CSR managers state that social media really can be a source of inspiration for new CSR initiatives, though regarding the support from the crowd around a CSR initiative, the managers all answered that they probably might be triggered by support from the crowd on social media, though they constantly evaluate if an initiative fits their core business and CSR strategy. Many large organizations possess real social media teams which continuously scan the social media environment on new trends and developments around certain CSR topics the organization focuses on. It is stated by one interviewee *“Support from the crowd around a*

certain CSR initiative on social media will be recognized by the social media team and they will make the CSR manager aware of it. Though it still is important to let it all fit to the organization". Another interviewee states that: "If something goes viral around a CSR initiative, CSR managers will be triggered."

To continue on this role of social media, it was asked on which social media channels the CSR managers were most active in terms of searching, reading and posting content. Almost all the managers stated that LinkedIn and Twitter are the two most used social media channels. Interviewees state the following; *"I'm chronically addicted to social media and I'm mostly scanning Twitter and LinkedIn and people from MVO Nederland and other influencers on social media"; "Social media is a source of inspiration and creative stuff around CSR. Every day I take a look at it. "; "I'm mostly active on LinkedIn as a social media channel due to the fact that it is a business platform and you can follow influencers and other people on the level of CSR".* Although these statements indicate that CSR managers make use of social media, some of the managers still prefer personal contact and getting in touch with relevant CSR people in person. Based on these findings, the following main proposition is formulated:

- *Proposition 11: CSR managers are aware of the role of the crowd and the pressure this crowd may put on the organization, though this crowd influencing role is not leading.*
- *Proposition 12: CSR managers view social media as a source of inspiration and the managers might be triggered by support from the crowd around a CSR initiative on social media, though always evaluate it in line with core business.*

4.4.7 Recommendations regarding Gamma and Zeta

As a final section and question, the CSR managers were asked for their opinion about Gamma and Zeta. One first thing which was mentioned several times, is the fact that the managers were confused about the fact that the CSR initiative got two names. When explaining the difference to these managers, they partly understood, though still did not understand why a Business-to-business company with an in their eyes business-to-business CSR initiative, needs the crowd to make these CSR managers aware of the existence of this initiative. One interviewee states: *"If you are B2B, stay B2B"*. Furthermore, it is stated several times, that you have to prevent yourself from any kind of 'greenwashing', which means that as an organization wanting to sell such a CSR initiative, you have to be clear about your own contribution to CSR as well and have a clear CSR policy/strategy and communicate about it.

Next to these recommendations, it is advised to search for foundations, since these foundations often have more slack in terms of making choices for charity like projects. In addition, it is advised to use your own network in an optimal way and let one person be the connector of the CSR initiative. Based on these findings, the following main proposition is formulated:

- *Proposition 12: CSR managers expect CSR initiatives which are B2B oriented, to stay B2B oriented.*
- *Proposition 13: Launching a CSR initiative which contributes to certain CSR goals, does not mean that your entire contribution to CSR is positive: preventing from green washing is key.*

5.0 Discussion and conclusion

In this section, the findings from the previous section will be summarized and conclusions will be drawn. Furthermore, the research question will be answered and academic contributions,

practical implications for the case organization, limitations of the research and recommendations for future research will be addressed.

5.1 Key findings

Regarding the key findings, these findings below are split up in three different head topics just as in the results section above. While taking all these concluding findings into account of the three different, though related sections, a summarized answer can be provided to the research question: *How does a social movement process evolve in terms of the internal organizational process, affecting the crowd and thereby indirectly affecting the MNCs' CSR managers' decision making in the context of a new innovative CSR initiative?*

First, the key findings of the entire process around the CSR initiative from a strategic entrepreneurial perspective. The entrepreneurial mindset, culture and leadership were hardly recognized within the process. Although the project team did possess the characteristics of the entrepreneurial mindset, the mindset mainly lacked within the higher layers of the organization. Due to this lack of entrepreneurial mindset, the closely related entrepreneurial culture and leadership did lack as well and the other way around. The dominant logic of the organization was stayed close to and departing from this logic did not happen and was not supported by higher organizational levels. This all made that the project team wanted to make progress in an entrepreneurial way, but this was mainly counteracted due to a lack of values of the entrepreneurial mindset, culture and leadership within higher organizational levels. Next to this lack of mindset, culture and leadership, another important dimension was the management of resources. Regarding the tangible financial resources, budget was hardly made available for the necessary social movement steps to take, probably reinforced by the lack of the mindset, culture and leadership dimensions. Furthermore, under capacity in terms of human resources was a large bottleneck and determining factor. The project team members had to perform both the tasks and steps necessary for the process around the CSR initiative and the tasks necessary for the job they were initially hired for. Next to this managing resources dimension which is focused on using your internal resources as efficient as possible, the utilization of external networks or relationships seemed to be important as well. Regarding this utilization of this network of relationships, higher organizational staff did not act as a connector of the CSR initiative to spread the word, although this is a key thing to do in the context of a CSR initiative. Despite the lack of certain people in the organization acting act a connector, the project team tried to make use of partners and networks to a large extend, though this was not always possible again due to budgetary restrictions and a lack of human capacity. Also the uncertain organizational transition the organization was situated in during the entire process, made that no clear structure was present and clear communication lines and responsibilities were lacking and were often unknown among staff, which might again have reinforced the lack of other strategic entrepreneurial dimensions. This organizational transition situation in combination with the lack of human capacity and the drive to make rapid progress, did also result in the fact that planning could not be executed in a patience manner, communication did not always go smoothly and sometimes rash undeliberate decisions were made. Though this can not only be blamed to the project team, since the entrepreneurial mindset, culture and leadership again influence these situations to a large extent. Overall, from a strategic entrepreneurial perspective, it can be stated that the progress made in the online social movement around the CSR initiative, could have hardly be reached due to the lack of many strategic entrepreneurship dimensions and associated values within these dimensions. One could say that if an organization wants to

implement a new type of approach in terms of a social movement, the organization itself should actually undergo a certain movement itself as well in terms of being able to step away from the dominant logic and be a strategic entrepreneurial organization fulfilling the associated dimensions and values belonging to it.

Now that it is known that progress in launching a new kind of initiative with a social movement approach is difficult to make when dimensions of strategic entrepreneurship are lacking, it is important to take a look at the social media interventions undertaken for establishing this online social movement to get users of the crowd engaged. Findings show that although many interventions in terms of paid social media campaigns have been executed and frequent daily organic social media posts were posted while taking into account theoretical requirements for engaging content, it did not result in satisfying amounts of engagement from the crowd. Slacktivism was present to a high extent in terms of people showing initial commitment and thereafter not showing some commitment to other campaigns or social media posts. Despite these dissatisfying engagement numbers, lessons can still be learned from it, such as the fact that paid campaigns result in more engagement than non-paid organic posts and the fact that a synergy between offline and online would be suitable. Furthermore, it seems to cost a lot of time, effort and money to affect the crowd and get an engaged community of users on social media around the CSR initiative, which might be explained by the fact that users cannot easily create a bond of identification with the brand of the CSR initiative since nothing can be bought from it. Although the awareness of the CSR initiative might have been enlarged due to the relatively high reach of the campaigns in combination with the general posts, engagement is key for spreading the word and make it heard to others. Expanding on these 'others', the goal of this online social movement and other social movements in general is to collectively reach a certain goal by use of the crowd and indirectly reach or target decision makers, which in this case were the CSR managers of MNCs. Regarding this indirectly reaching and engaging of these decision makers, it is assumed this could not have happened due to the fact that the engagement numbers of the crowd side simply were too low and viral content which could have reached these decision makers did not occur. To check whether this assumption seems to be true, CSR managers of MNCs as decision makers of CSR initiatives were interviewed to become aware of their general working tasks, the way they can be triggered, the search behavior, the preferred manner to be approached and the sensitivity for support from the crowd around a CSR initiative. Findings about these specific topics were divided into different categories. Regarding the CSR strategy, the CSR strategy currently is more integrated and aligned with the core business, focusing on a few core CSR themes. This alignment is also expressed in the way these managers make decisions about investing in new CSR initiatives on the market. When making these decisions, selectivity is present to a high extent in terms of staying close to the core business and ensure alignment. This due to the fact that otherwise, the organization does not understand the choices made and money can only be spend once. Though regarding this decision making in new initiatives, it is not always based on quantitative impact known beforehand but many times on gut feeling and belief as well. Now that the general decision making is described, findings related to the way CSR managers can be triggered for and search for new CSR initiatives were elucidated. These findings showed that CSR managers like to be informed and approached for new CSR initiatives in a personal face-to-face manner. Though, an online way of being approached is suitable as well, since these managers read online newsletters, scan social media and receive many direct e-mails which they do not perceive as annoying. Therefore, a combination of both offline and online is suitable, with a slight focus on the offline way by visiting relevant CSR events or seminars and tell an inspiring enthusiastic story to convince the

CSR managers. When asking the CSR managers if they would be affected by support of the crowd on social media around a certain CSR initiative, it could be concluded that these managers might be sensitive for it if something goes for example viral, though they still remain close to the core business when analyzing if the crowd supported CSR initiative suits their organization. An important note to make here is that investing in charity like projects is preterit and not done so often anymore. As a final finding, the opinion about the specific CSR initiative Gamma and Zeta was elucidated together with some recommendations from these CSR managers. It can be concluded that the initiative is seen as something great, though it should fit with the core business and CSR strategy of the organization. Next to that, it was mentioned several times that caution should be given to any form of greenwashing and pretending that you act in a corporate social responsible way with this CSR initiative. You have to make your own CSR strategy and policy clear as well, while selling such a CSR initiative. Finally, another main recommendation was to keep the name of the initiative simple and clear and stay B2B if the initiative is meant to sell to the business market.

5.2 Academic contribution

With the findings of this research, contribution to theory is present. Regarding the gathered findings from the interviews with CSR managers, these findings correspond to a large extent with the available literature as described in the theoretical framework. Though it should be stated that literature about the way these CSR decision makers can be influenced or triggered is relatively scarce and if available, it is mainly focused on MNCs with a strong focus on B2C for which crowd influence plays a key role. In this research however, it was elucidated how these CSR managers search for new CSR initiatives, how they would like to be approached for it and how they think they would be influenced by the crowd. Regarding this search behavior and the way in which they would like to be approached, the findings surely contribute to literature, since these topics are hardly discussed in academic research. Concerning the influence of the crowd, theory often states that consumers of the crowd play a key role in influencing CSR decision makers (Den Hond & de Bakker, 2007; Stein, 2009). In this research however, this influencing role as elucidated in the answers of the CSR managers, is experienced, though not leading. CSR managers are aware of the expectations of the crowd to act on CSR, but do not experience it as the most influential source of influence or pressure. Furthermore, the findings about the role of online media in the search behavior of CSR managers is not discussed in academic research about CSR either, which means that these findings about this topic again contribute to literature. Findings gathered from these interviews that correspond with literature are: CSR is often seen as something that only costs money, a CSR strategy is often long-term focused and a CSR strategy is constantly being evaluated and modified according to the trends in the market which are scanned by CSR managers (Barnett, 2007; Hohnen, 2012; Bakos, 2014).

Continuing with the findings from the social movement part of this research with engagement around a CSR initiative as a key focus, it can be stated that it is hard to get an engaged crowd around a CSR initiative. Though, social movement literature is mainly focused on protest actions from the crowd putting pressure on firms they closely feel connected with. These firms are mainly retail firms selling consumer products. In this research, the focus lay on a kind of charity initiative from which the crowd cannot buy something tacit or can already be connected with. This can be one key finding contributing to theory, which is that it is hard to get the crowd with you in a social movement if they cannot get real tacit benefit or connection with the brand of the CSR initiative in some way. Furthermore, literature about social movements state that many

times organizations experienced difficulties in using mainstream traditional media or offline types of media in mobilizing the crowd for a social movement and therefore shifted to new types of online media to make this happen (Kim et al., 2014; Stein, 2009). Though, this research showed that probably the most engagement around the CSR initiative in question happened during an offline event instead of an online way of engaging this crowd. This statement made by literature can therefore be doubted and should be carefully considered regarding the type of CSR product or brand. It seems to be more likely that a large consumer retail brand of which consumers already had a chance to buy something from and are thus aware of, that this brand will benefit more by using online types of media to mobilize a crowd regarding their CSR activities instead of a charity like CSR initiative of which the crowd did not have the chance to connect with earlier.

Concerning the strategic entrepreneurship part of this research to analyze this social movement process around the CSR initiative in question, the findings mostly correspond with literature. Though, it should be stated that if an organization wants to reach a certain social movement, the organization itself should be willing to go on an internal movement as well in terms of adopting the dimensions of strategic entrepreneurship with values as being flexible, being dynamic, coping with uncertainty and be open for change and failures. Furthermore, literature often describes the strategic entrepreneurial perspective as something that should rule in an overarching manner within an organization. Though, according to the findings of this research, this overarching strategic entrepreneurship perspective should be present but it is more important that every member within the organization is aware of the necessity of it and act in a strategic entrepreneurial way. It can be present within staff from the lower levels in the organization, but if higher levels in the organization do not see the necessity of acting in this way and do not initiate or encourage it, this strategic entrepreneurship way of working and operating will not be expressed in daily working routines neither is progress logical to be made. Furthermore, another important finding which is not mentioned in theory is the fact that although some type of strategic entrepreneurship might prevail within an established organization, it differs from project to project within an organization whether this strategic entrepreneurship will be expressed or not. This due to the fact that if a core product has already shown to make progress and be a success, it is more likely that strategic entrepreneurship will be adopted around this core product than on a new type of recently added product or initiative which is less close to the core business and is thus still accompanied with much ignorance and many uncertainties. Coping with these uncertainties and this ignorance actually calls for strategic entrepreneurship, but according to theory and supported by the findings of this research, the dominant logic easily rules.

5.3 Practical implications

Recommendations regarding organizations launching a new CSR initiative on the market while adopting an online social movement approach can be provided based on the findings of this research. First of all, it is important for an organization to act in a strategic entrepreneurial way in terms of meeting the associated dimensions, especially when a considered social movement around a CSR initiative is something new for the organization and the organization want to take long-term advantage of it. Entrepreneurial values as encouraging learning, being flexible, stimulating change, coping with uncertain situations, risk taking, tolerating failure and managing resources in an effective way as possible and stepping away from the dominant logic are key to ensure if progress is tried to be made in a new type of process. Next to that, full dedication and

trust in a project is needed if a certain goal is tried to be reached. Furthermore, regarding launching a CSR initiative in specific, partnerships are key if an organization wants to gain influence and make progress with launching it. Therefore, it is a key task to get to know the right people in the CSR field to connect with and approach them in the desired way. Regarding this approaching of people in the CSR field and especially decision makers such as CSR manager of MNCs, it is important to meet in person with these people and make the connection with the CSR initiative and the CSR strategy of the MNCs in question as clear as possible by use of an inspiring enthusiastic story. However, it should be kept in mind that if an organization wants to sell a charity kind of CSR initiative meant for third country destinations, currently CSR managers are not that sensitive anymore for such kinds of initiatives since they try to stay close to the core business. An important note which needs attention is the fact that organizations with a certain kind of charity like CSR initiative they actually want to sell should be careful with any kind of greenwashing or pretending that it is acting in a sustainable way just with such an initiative. Therefore, it is a key task for organizations which want to sell a CSR initiative, to formulate a clear CSR strategy, which is communicated to CSR decision makers as well next to the CSR initiative which furthermore can be included as a part of this CSR strategy. Internal organizational support for CSR in general should be created for the organization which is selling this CSR initiative as well.

Next to meeting in person, social media and other online approaches seem to be suitable as well to reach these decision makers. It is key to be present as an organization on relevant CSR websites, on social media on LinkedIn and Twitter in specific, in Dutch CSR newsletters and send direct emails. In this research the chosen social media approach was a social movement approach to activate and engage the crowd by use of Facebook and Instagram to indirectly reach the CSR decision makers for a CSR initiative. As a practical implication concerning this chosen approach, it can be stated that getting an engaged crowd is time consuming difficult and a lot of patience is needed. A main lesson learned from this approach is that organizations should really ask themselves if this crowd activation is worth the effort, money and time and what the related goal would be. Regarding reaching decision makers by use of this crowd support, interview results revealed that this is not the most effective way to do so in the CSR field. Though, this crowd engagement can be effective in terms of connecting general people to the CSR initiative and thereby increasing the brand awareness of it. So regarding the crowd side social media platforms, these platforms can be continued to connect people to it. Furthermore, other offline and online opportunities of creating engagement which were until now not pursued, can be exploited, think of using influencers, writing blogs, sending newsletters, organize an offline event for the crowd etcetera., though all this was not possible when taking into account the earlier mentioned circumstances of the process.

5.4 Limitations

In this section the limitations of this research are described, since it is assumed that every research has some limitations. The first limitation has to do with the generalization of the results gathered from a case study. Since the gathered data around the selected case concerning the process from a strategic entrepreneurial perspective and the findings from the social movement itself mainly come from one organization in question, it is difficult to generalize these gathered results and findings to other research contexts (Flick, 2009). Regarding the gathered findings of the interviews with the CSR managers, these findings are based on multiple cases which were interviewed and therefore these findings may be generalizable to a larger extent to other

researches or contexts compared to the other findings. Another limitation of this research might be the fact that the researcher was part of the social movement process as well and therefore subjectivity in analyzing the results might occur (Flick, 2009). Though, the depicted process was shown to other project team members as well to check whether the depicted steps of the process were adequate and correct. Adequacy was ensured by the team members about the depicted steps. Subjectivity could then still occur on the analysis and interpretation level only. Nevertheless, the use of the strategic entrepreneurship lens with its associated dimensions ensured that this part of the research was consistently analyzed according to these dimension. Besides associated quotes provided by staff during informal talks reduced the subjectivity of the researcher as well. According to the analysis of the other parts, the social movement results part based on the engagement numbers, these numbers were gathered by use of software tools which could actually not be doubted. Only some assumptions made regarding the interpretation of these engagement numbers can be slightly subjective, since an assumption is based on an opinion of the researcher. Regarding the results gathered from the interviews with the CSR managers, this analysis can include subjectivity of the researcher and lead to biased results. Though, the answers provided by the CSR managers corresponded with each other to a large extent within the founded categories, which made that little subjectivity of the researcher could happen. Regarding the chosen sample, the fact that the CSR managers all had quite some working experience within the organization and that almost all the organizations were relatively large and deeply oriented on CSR, could be seen as a small limitation. Though, it is assumed that these managers with longer experience working at an organization having already a well-structured CSR strategy or approach will elucidate more well-thought experienced insights.

5.5 Future research

Based on the findings of this research, recommendations for future research can be provided. For future research, a same kind of social movement process around a CSR initiative but for a longer period of time can be analyzed to elucidate even more findings and see whether different organizational structures and pursuing other opportunities regarding social media play a different role in making progress in such a type of process. Furthermore, future research could focus on the users within the crowd in specific, to elucidate the specific motivators and the willingness of users to participate and take an engaged attitude around a CSR initiative on social media. In addition, further research can explore if a similar type of social movement to support a certain CSR initiative while taking an online approach, results in the same engagement results as was the case in this research. Next to that, the recommended manner to approach CSR decision makers in the CSR field can be further investigated or analyzed in a specific research setting where these research recommendations are implemented and the effect on these CSR decision makers is being analyzed.

6.0 References

- Aguilera, P. (2013). Social Media and Green Marketing Strategies An exploratory study of selected leading companies (Master's thesis). Retrieved from <http://lup.lub.lu.se/luur/download?func=downloadFile&recordId=4196244&fileId=4196258>
- Babbie, E. R. (2010). The practice of social research. 12th edition. Cengage learning.
- Bhattacharya, C. C., Korschun, D., & Sen, S. (2009). Strengthening stakeholder-company relationships through mutually beneficial corporate social responsibility initiatives. *Journal of Business Ethics*, 85, 257-272.
- Bakos, L. (2014). Decision-making and managerial behaviour regarding Corporate Social Responsibility in the case of Small and Middle-Sized Companies. *Procedia - Social and Behavioral Sciences*, 124, 246-254.
- Barnett, M. L. (2007). Stakeholder influence capacity and the variability of financial returns to corporate social responsibility. *Academy of Management Review*, 32, 794-816.
- Belk, R., Fischer, E. & Kozinets, R.V.(2013). *Qualitative Consumer and Marketing Research*: Sage Publications
- Benthaus, J., Risius, M., & Beck, R. (2016). Social media management strategies for organizational impression management and their effect on public perception. *Journal of Strategic Information Systems*, 25(2), 127-139.
- Bimber, B., Flanagin, A. J., & Stohl, C. (2005). Reconceptualizing collective action in the contemporary media environment. *Communication Theory*, 15(4), 365-388.
- Bruns, A. (2009). Social Media: Tools for User-Generated Content - Social Drivers behind Growing Consumer Participation in User-Led Content Generation. *Smart Services CRC*. 1-47.
- Chang, Y. T., Yu, H., & Lu, H. P. (2015). Persuasive messages, popularity cohesion, and message diffusion in social media marketing. *Journal of Business Research*, 68(4), 777-782.
- Chu, S. C., & Kim, Y. (2011). Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites. *International Journal of Advertising*, 30(1), 47-75
- Cheung, C.M.K., Lee, M.K.O. and Jin, X.L. (2011) Customer engagement in an online social platform: A conceptual model and scale development. *International Conference on Information Systems 2011*, Shanghai, China.
- Cristache, N., Lukacs, E. & Capatina, A. (2013). The Impact Of Social Networks On The Awareness

Increase Of A Corporate Social Responsibility Campaign: A Case Study On Alex&Comp Galati. Proceedings of the 7th international management conference, 165-173.

Della Porta, D. & Diani, M. (2006). Social movements: An introduction. Blackwell Publishing

Delmas, M. A., & Burbano, V. C. (2011). The drivers of greenwashing. *California Management Review*, 54(1), 64–87.

Den Hond, F. & de Bakker, F. G. A. (2007). Ideologically Motivated Activism: How Activist Groups Influence Corporate Social Change Activities. *Academy of Management Review*, 32(3), 901– 924.

Dobele, A., Toleman, D., & Beverland, M. (2005). Controlled infection! Spreading the brand message through viral marketing. *Business Horizons*, 48(2), 143—149.

Dogan, N (2015). The intersection of entrepreneurship and strategic management: strategic entrepreneurship. World Conference on Technology, Innovation, and Entrepreneurship. *Procedia, Social and Behavioral Sciences*. Vol. 195. Pp. 1288-1294.

Donde, D.S., Chopade, N., & Ranjith, P.V. (2012). Social Networking Sites - A New Era of 21st Century. *SIES Journal of Management*, 8(1), 66-73.

Effing, R., & Spil, T. A. M. (2016). The social strategy cone: Towards a framework for evaluating social media strategies. *International Journal of Information Management*, 36(1), 1–8.

Egan, K. (2016). The Difference Between Facebook, Twitter, LinkedIn, Google+, YouTube, & Pinterest [Web log post]. Retrieved from <https://www.impactbnd.com/blog/the-difference-between-facebook-twitter-linkedin-google-youtube-pinterest>

Eisenhardt, K. M. (1989). Building Theories from Case Study Research. *Academy of Management Review*, 14(4), 532–550.

Erkan, I., & Evans, C. (2016). The influence of eWOM in social media on consumers' purchase intentions: An extended approach to information adoption. *Computers in Human Behavior*, 47-55.

Fan, W., & Gordon, M. D. (2014). The power of social media analytics. *Communications of the ACM*, 57(6), 74–81.

Flick, U (2009). An introduction to qualitative research. London: Sage.

Ghobadi, S. & Clegg, S. (2015). "These days will never be forgotten...": A critical mass approach to online activism. *Information and Organization*, 25(1), 52-71.

Hanna, R., Rohm, A., & Crittenden, V. L. (2011). We're all connected: The power of the social

- Media ecosystem. *Business Horizons*, 54(3), 265–273.
- Hennig-Thurau, T., Gwinner, K.P., Walsh, G. & Gremler, D.D. (2004). Electronic word-of-mouth via consumer-opinion platforms: what motivates consumers to articulate themselves on the internet? *Journal of Interactive Marketing*, 18(1), 38–52.
- Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (2001). Strategic entrepreneurship: Entrepreneurial strategies for wealth creation. *Strategic Management Journal*, 22(3– 4), 479 – 491.
- Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (2002). Strategic entrepreneurship: Integrating entrepreneurial and strategic management perspectives. In M. A. Hitt, R. D. Ireland, S. M. Camp, & D. L. Sexton (Eds.), *Strategic entrepreneurship: Creating a new mindset*: 1–16. Oxford: Blackwell Publishers.
- Hitt, M.A., Ireland, R.D., Sirmon, D.G. and Trahms, C.A. (2011), “Strategic entrepreneurship: creating value for individuals, organizations, and society”, *The Academy of Management Perspectives*, Vol. 25 No. 2, pp. 57-75.
- Hohnen, P. (2007). *Corporate Social Responsibility. An implementation guide for business*. International Institute for Sustainable Development
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29: 963–989.
- Kaplan, A., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59—68.
- Ketchen, D., Ireland, R. D. & Snow, C. (2007). Strategic entrepreneurship, collaborative innovation, and wealth creation. *Strategic Entrepreneurship Journal*, 1: 371–385.
- Keys, T., Walnight, T.W. & van der Graaf, K. (2009). Making the most of corporate social responsibility. Retrieved from McKinsey Quarterly website: <http://www.imd.org/uupload/IMD.WebSite/MicroSites/lcf/pdfs/McKinsey-Quarterly-Article-CSR-Dec09.pdf>
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons* 54(3): 241–251.
- Kim, J. W., Kim, Y., & Yoo, J. J. (2014) The public as active agents in social movement: Facebook and Gangjeong movement. *Computers in Human Behavior*, 37, 144-151.
- King, B. G., & Pearce, N. A. (2010). The Contentiousness of Markets: Politics, Social Movements, and Institutional Change in Markets. *Annual Review of Sociology*, 36(1), 249–267.
- Kolowich, L. (2016). 48 Instagram Stats That'll Help You Improve Your Posting Strategy [Web

- log post]. Retrieved from <https://blog.hubspot.com/marketing/instagram-stats>
- Kotler, P. (1971). The Elements of Social Action. *American Behavioral Scientist*, 14(5), 691–717.
- Kuratko, D.F. & Audretsch, D.B. (2009). Strategic entrepreneurship: exploring different perspectives of an emerging concept. *Entrepreneurship Theory and Practice*, 33(1): 1–17.
- Langley, A. (1999). Strategies for theorizing from process data. *Academy of Management Review*, 24(4), 691–710.
- Langley, A., Smallman, C., Tsoukas, H., Van de Ven, A.H. (2013). Process studies of change in organization and management: unveiling temporality, activity and flow. *Academy of Management Journal*, 56, 1–13.
- Leander, M. (2016). What is a good Facebook engagement rate? See numbers here [Web log post]. Retrieved from <http://www.michaelleander.me/blog/facebook-engagement-rate-benchmark/>
- Marrewijk, M. van. (2003). Concepts and Definitions of CSR and Corporate Sustainability: between Agency and Communion. *Journal of Business Ethics*, 44(2), 95–105.
- Martin, K. D., & Kracher, B. (2008). A Conceptual Framework for Online Business Protest Tactics and Criteria for Their Effectiveness. *Business & Society*, 47(3), 291–311.
- McCafferty, D. (2011). Activism vs. slacktivism. *Communications of the ACM*, 54(12), p 17-19
- McCarthy, J. & Zald, M. N. (1977). Resource mobilization and social movements: A partial theory. *American Journal of Sociology*, 82(12), 12-41.
- McKenzie, P., Burkell, J., Wong, L., Whippey, C., Trosow, S., & McNally, M. (2012). User-generated online content 1: overview, current state and context. *First Monday*, 17(6).
- McWilliams, A. & Siegel, D. (2000). Research notes and communications. Corporate social responsibility and financial performance: correlation or misspecification? *Strategic Management Journal*, 609, 603-609.
- McWilliams, A., Siegel, D., & Wright, P. M. (2006). Corporate social responsibility: Strategic implications. *Journal of Management Studies*, 43, 1–18.
- McWilliam, G. (2000). Building Stronger Brands Through Online Communities. *Sloan Management Review*, 41, 43–54.
- Microsoft Office. (2017). Een basisstroomdiagram maken - Visio. Retrieved from <https://support.office.com/nl-nl/article/Een-basisstroomdiagram-maken-e207d975-4a51-4bfa-a356-eeec314bd276>

- Mohr, L., Webb, D., & Harris, K. (2001). Do consumers expect companies to be socially responsible? The impact of corporate social responsibility on buying behavior. *Journal of Consumer Affairs*, 35, 45–72.
- Morris, M.H., Kuratko, D.F., & Covin, J.G. (2008). *Corporate entrepreneurship and innovation*. Mason, OH: Thomson/South-Western Publishers.
- Munns, A. K., & Bjeirmi, B. F. (1996). The role of project management in achieving project success. *International Journal of Project Management*, 14, 81–87.
- MVO Nederland. (2015a). Duurzaamheid verkoopt niet. Retrieved from: <http://mvonederland.nl/trendrapport-2015/duurzaamheid-verkoopt-niet>
- MVO Nederland. (2015b). Nationale MVO Monitor 2015. Retrieved from: http://mvonederland.nl/sites/default/files/media/MVO%20Monitor%202015_0.pdf
- Naik, P. A., & Peters, K. (2009), “A Hierarchical Marketing Communications Model of Online and Offline Media Synergies,” *Journal of Interactive Marketing*, 23 (4), 288–99.
- Oliver, A. (2016). Creating Calls to Action for Social Media That Actually Convert [Web log post]. Retrieved from <https://designschool.canva.com/blog/call-to-action/>
- Olson, M. (1971). *The logic of collective action: Public goods and the theory of groups*, second printing with new preface and appendix. Harvard University Press.
- Park, B. & Ghauri, P. (2015), Determinants influencing CSR practices in small and medium sized MNE subsidiaries: A stakeholder perspective. *Journal of World Business*, 50(1), 192-204.
- Pauwels, K., Aksehirli, Z., & Lackman, A. (2015). Like the ad or the brand? Marketing stimulates different electronic word-of-mouth content to drive online and offline performance. *International Journal of Research in Marketing*, 1-17.
- Poole, M.S., Van de Ven, A.H., Dooley, K., Holmes, M.E. (2000). *Organizational Change and Innovation Processes: Theory and Methods for Research*. Oxford University Press, New York.
- Rama, D., Milano, B. J., Salas, S. & Liu, C. (2009). CSR implementation: Developing the capacity for collective action. *Journal of Business Ethics*, 85, 463-477.
- Robinson, J. (2006). Navigating social and institutional barriers to markets: How social entrepreneurs identify and evaluate opportunities. In *Social entrepreneurship*, ed. J. Mair, J. Robinson, and K. Hockerts, 95–120. Basingstoke, UK and New York: Palgrave Macmillan.
- Saat, R., & Selamat, M. (2014). An examination of consumer’s attitude towards corporate social responsibility (CSR) web communication using media richness theory. *Procedia - Social and Behavioral Sciences*, 155, 392–397.

- Sandoval-Almazan, R., & Gil-Garcia, J. R. 2014. "Towards cyberactivism 2.0? Understanding the use of social media and other information technologies for political activism and social movements," *Government Information Quarterly*, 31, pp. 365–378.
- Scheufele, D. A. (2000). Agenda-setting, priming, and framing revisited. Another look at cognitive effects of political communication. *Mass Communication & Society*, 3, 297–316.
- Sen, S. & Bhattacharya, C. B. (2001). Does Doing Good Always Lead to Doing Better? Consumer Reactions to Corporate Social Responsibility. *Journal of Marketing Research*, 38, 225-243.
- Sen, S., Bhattacharya, C. B., & Korschun, D. (2006). The role of corporate social responsibility in strengthening multiple stakeholder relationships: A field experiment. *Journal of the Academy of Marketing Science*, 34(2), 158–166.
- Shang, S. S. C., Wu, Y. L., & Li, E. Y. (2016). Field Effects of Social Media Platforms on Information-Sharing Continuance: Do Reach and Richness Matter? *Information & Management*.
- Smith, B.G. & Gallicano, T. D. (2015). Terms of engagement: Analyzing public engagement with organizations through social media. *Computers in Human Behavior*, 53, 82-90
- Smith, K. (2016). 37 Interesting Instagram Stats for 2016 - Brandwatch [Web log post]. Retrieved from <https://www.brandwatch.com/2016/05/37-instagram-stats-2016/>
- Smitha, N. (2013). How to Calculate Facebook Engagement Rate | Simply Measured [Web log post]. Retrieved from <http://simplymeasured.com/blog/facebook-metrics-defined-engagement-rate/#sm.000qkjod013vcdp3xiy2rdmyvdghh>
- Snow, D. A., & Benford, R. D. (1988). Ideology, frame resonance, and participation mobilization. *International Social Movement Research*, 1(1), 197–218.
- Stam, W. (2016). Engagement en bereik op Facebook, waarom zijn ze zo belangrijk? Retrieved from <http://crowdmedia.nl/engagement-en-bereik-waarom-zijn-ze-zo-belangrijk/>
- Stein, L. (2009). Social movement web use in theory and practice: a content analysis of US movement websites. *New Media & Society*, 11(5), 749–771.
- Stewart, N. (2016). Why Facebook Engagements Are More Important Than Your Fans — BlueRock Alkemi. Retrieved from <http://www.alkemi.com.au/facebook-engagements-important-fans/>
- Subramani, M.R. & Rajagopalan, B. (2003). Knowledge-sharing and influence in online social Networks via viral marketing. *Communications of the ACM*, 46(12), 300-307.
- Tarrow, S. (1994). *Power in movement: social movements, collective action and politics*. Cambridge University Press.

- Turri, A.M., Smith, K. H., & Kemp, E. (2013). Developing affective brand commitment through social media. *Journal of Electronic Commerce Research*, 14(3), 201-214
- Unruh, G. (2015). What Does a Corporate Responsibility Manager Do? [Web log post]. Retrieved From <http://sloanreview.mit.edu/article/what-does-a-corporate-responsibility-manager-do/>
- Van den Broek, T. (2016). When Slacktivism Matters: On the Organization and Outcomes of Online Protest Targeting Firms.
- Vanderstoep, S.W & Johnston, D.D. (2009). *Research Methods for Everyday Life, blending qualitative and quantitative approaches*. New York: John Wiley & Sons.
- Van Laer, J. (2010). Activists “online” and “offline:” the internet as an information channel for protest demonstrations. *Mobilization: An International Journal*, 15(3), 405–417.
- Van Laer, J., & Van Aelst, P. (2010). Internet and social movement action repertoires. *Information, Communication & Society*, 13(8), 1146–1171.
- Voorn, R. (2016). Hebben influencers eigenlijk wel invloed? | Marketingfacts [Web log post]. Retrieved from <http://www.marketingfacts.nl/berichten/hebben-influencers-eigenlijk-wel-invloed>
- Wakefield, R. & Wakefield, K. (2016). Social media network behavior: A study of user passion and affect. *Journal of Strategic Information Systems*, 25, 140-156.
- Wickham, P.A. (2006) *Strategic Entrepreneurship*. Pearson Education
- Wiktorowicz, Q. (2004). *Islamic Activism: A Social Movement Theory Approach*, Bloomington. Indiana University Press
- Yin, R. K. (2013). *Case study research: Design and methods*. CA: Sage
- Yamaguchi, K. (2014). 20 Reasons Why Social Analytics Is A Nightmare - And What To Do About It. Retrieved from <http://marketingland.com/20-reasons-social-analytics-nightmare-89676>
- Yohannan, J. (2012). Tips For Marketing CSR In the Context of Our New Reality [Web log post]. Retrieved from <http://www.csrwire.com/blog/posts/516-5-tips-for-marketing-csr-in-the-context-of-our-new-reality>
- Zainal, Z. (2007). Case study as a research method. *Jurnal Kemanusiaan*, Vol.4, No.9, pp.1-6
- Zeng, D., Chen, H., Lusch, R. & Li, S. (2010) Social media analytics and intelligence. *Intell Syst IEEE*, 25, 13–16

7.0 Appendices

7.1 Script for the interviews with CSR managers

Introducing questions:

- Can you shortly describe what your job function as a CSR manager includes?
- Which dilemmas are you confronted with concerning the CSR strategy within your organization?

Decision making questions:

- Which factors play a key role in considering investments in new CSR initiatives?
- Should investments in new CSR initiatives always be aligned with the core business?
- How selective are you in making choices regarding new investments in CSR initiatives?
- How much diversity do you experience regarding the choices in CSR initiatives on the market?
- Do you consider it as important to know the impact of an investment in a CSR initiative beforehand?
- Do you or the organization as a whole, sometimes be directly approached for a new CSR initiative?
 - o If so, how do you experience this direct approach?
- To what extent do you scan trends and developments regarding CSR and CSR initiatives on the market?
- How are you being triggered for new CSR initiatives or trends?
- Which way of getting triggered or informed about a CSR initiative do you prefer?
- To what extent do you or the organization as a whole feel the pressure to act on CSR?
- To what extent do you feel the pressure from the crowd or society to act on CSR?
- To what extent do you feel the pressure from your competitors to act on CSR?
- On which levels can progress be made regarding CSR within your organization?

Social media questions with probing

- To what extent do you scan the online/digital environment like social media or websites for new CSR initiatives?
- Which online channels do you use the most to look for new CSR initiatives?
- To what extent do you get affected if the crowd of people show support on social media around a certain CSR initiative in terms of many likes, comments and shares?
- How do you think to get affected by social media?
- On which social media channels are you active the most?
- Do you or the organization post content on social media about own CSR investments or projects?

7.2 Description available and relevant Facebook measurements measured with Facebook built-in analytics

Measurement	Description
Amount paid	The amount paid in euros during the period the campaign run.
CPM (cost per million views)	The average amount paid in euros for 1000 impressions on your campaign during the period the campaign run. The lower the CPM, the better the campaign is performing.
CPC (cost per click)	The costs per click for all clicks on a campaign. The costs per click is calculated by the total amount paid for the campaign divided by the total amount of clicks on the campaign. The lower the CPC, the better the campaign is performing.
Reach	The amount of people who have been reached with the campaign.
Relevance score	A score between 1 to 10 based on the reactions of your target group on your campaign or advertisement. This score is given after your advertisement has been viewed more than 500 times.
Frequency	Average amount of times that your campaign is shown to one person
Number of video views	The number of times that the video was viewed for 3 seconds or more.
Number of people who viewed the video for 100%	The number of times your video was viewed to 100% of its length, including views that skipped to this point.
People taking action	The number of unique people who took an action such as liking your page or installing your app as a result of your ad. For example, if the same person likes and comments on a post, they will be counted as 1 unique person.
Clicks	The amount of clicks on a campaign. This can be clicks which lead someone to the website, page-like clicks, comments on the campaign etcetera. It all depends on the type and design of campaign.
Number of campaign likes	The amount of likes on the campaign
Number of campaign shares	The amount of times the campaign is shared by users
Impressions	Number of people that saw a campaign

7.3 MailChimp outcome regarding send brochures


Campaigns

☐

Folders ▾

Filter ▾

☐



Brochure request
Regular · Lead Ads Facebook
Sent on Mon, 26 Sep 2016 10:04 am

3

Subscribers

0.0%

Opens

0.0%

Clicks

7.4 Characteristics general Facebook posts

Facebook post date	Type of content	One of the three Framing types used	Call to action	Reach	Engaged people (clicks + comments + shares + likes)	Likes	Shares	Comments	Fan base at that day
10-8-16	Text + Photo	No	No	206	21	6	0	0	55
10-8-16	Text + Photo	No	Yes	131	11	4	0	0	55
10-8-16	Text + video	No	No	403	22	8	0	0	55
11-8-16	Text + URL	No	Yes	183	19	6	0	0	56
12-8-16	Text + URL + Photo (collage)	Yes, prognostic and motivational	Yes	328	49	10	6	0	66
13-8-16	Text + Photos	No	No	76	22	2	0	0	68
15-8-16	Text + URL	No	Yes	183	11	3	0	0	70
16-8-16	Text + Photo	No	Yes	156	13	2	0	0	89
17-8-16	Text + URL	Yes, motivational	Yes	119	8	3	0	0	189
17-8-16	Text + Photos	No	No	170	34	5	0	0	189
18-8-16	Text + Video	Yes, motivational	Yes	1202	74	16	2	0	195
19-8-16	Text + Photo album	No	No	323	560	11	1	0	195
20-8-16	Text + Photo + URL	No	Yes	222	24	7	0	0	195
22-8-16	Text + Video	No	No	967	60	18	2	0	195
23-8-16	Text + Photo	Yes, diagnostic, prognostic and motivational	Yes	268	33	6	0	0	198

24-8-16	Text + Photo	Yes, prognostic	No	110	8	2	0	0	200
25-8-16	Text + Photo + URL	Yes, diagnostic + prognostic	Yes	226	18	5	0	0	210
26-8-16	Text + Photo	No	No	155	13	4	0	0	211
27-8-16	Text + Photo + URL	Yes, prognostic + motivational	Yes	210	17	6	1	0	211
28-8-16	Text + Photo	Yes, diagnostic + prognostic + motivational	Yes	203	19	6	0	0	212
29-8-16	Text + Photo + URL	No	No	281	20	7	0	0	213
30-8-16	Text + Photo	Yes, diagnostic + prognostic + motivational	Yes	164	22	9	0	0	214
31-8-16	Text + Photo + URL	No	Yes	181	29	6	0	1	214
31-8-16	Text + Photo	Yes, prognostic + motivational	No	106	19	7	0	0	214
1-9-16	Text + Photos	Yes, prognostic + motivational	Yes	392	51	16	3	0	214
1-9-16	Text + Photos	No	Yes	158	20	4	0	0	214
2-9-16	Text + Photo	No	No	129	16	6	1	0	216
3-9-16	Text + Photo	Yes, Prognostic + motivational	Yes	142	11	2	0	0	216
5-9-2016	Text + Video	Yes, diagnostic + prognostic + motivational	Yes	418	17	8	1	0	223
7-9-16	Text + Video + URL	Yes, prognostic + motivational	Yes	581	22	7	1	0	243
8-9-16	Text + Photo	Yes, diagnostic + prognostic + motivational	Yes	160	7	2	0	0	251
10-9-16	Text + Video	Yes, diagnostic + prognostic + motivational	Yes	193	10	5	0	0	256
11-9-16	Text + Photo	No	No	204	13	2	0	0	262
12-9-16 PAID	Text + Video	Yes, diagnostic + prognostic + motivational	Yes	3309	31	6	0	0	266
13-9-16	Text + Photo	Yes, diagnostic + prognostic + motivational	Yes	166	4	0	0	0	268
14-9-16	Text + Photo + URL	Yes, diagnostic + prognostic	Yes	170	4	0	0	0	269

		motivational							
15-9-16	Text + Photo + URL	No	Yes	64	8	0	0	0	270
16-9-16	Text + Photo	Yes, diagnostic, prognostic	No	159	5	1	0	0	276
17-9-16	Text + URL	Yes, prognostic	Yes	56	3	0	0	0	277
19-9-16	Text + Photos	No	No	180	8	2	0	0	293
20-9-16	Text + Video	Yes, diagnostic, prognostic, motivational	Yes	179	5	2	0	0	299
21-9-16	Text + Photo	No	No	168	5	3	0	0	303
22-9-16	Text + Video	Yes, Prognostic	Yes	174	6	3	0	0	307
23-9-16	Text + Photo	No	No	218	16	7	0	1	309
24-9-16	Text + Video	Yes, diagnostic, prognostic	No	166	11	3	0	0	308
25-9-16	Text + Photo	Yes, diagnostic, prognostic, motivational	Yes	180	5	2	0	0	308
26-9-16	Text + Photo + URL	Yes, prognostic, motivational	Yes	172	6	2	0	0	308
27-9-16	Text + Photo + URL	No	Yes	168	5	1	0	0	308
28-9-16	Text + Photo + URL	No	Yes	163	11	2	0	0	309
29-9-16	Text + Photo	Yes, diagnostic, prognostic	No	164	8	3	0	0	309
30-9-16	Text + Video	Yes, prognostic, motivational	Yes	159	8	3	0	0	309
1-10-16	Text + Photo	Yes, diagnostic, prognostic	No	184	5	3	0	0	309
3-10-16	Text + Video	Yes, diagnostic, prognostic, motivational	Yes	363	34	9	1	1	309
4-10-16	Text + Photo	Yes, diagnostic, prognostic	No	161	1	1	0	0	309
5-10-16	Text + Photo + URL	Yes, diagnostic, prognostic, motivational	Yes	352	11	2	0	1	309
7-10-16	Text + Photo	No	No	163	5	2	0	1	309
7-10-16	Text + Photo + URL	No	Yes	131	2	0	0	0	309
10-10-16	Text + Mumbai video	Yes, motivational	Yes	38728	504	43	0	22	313

17-10-16	Text + Photo	Yes, diagnostic, prognostic, motivational	Yes	224	9	4	1	0	313
24-10-16	Text + Photo	Yes, diagnostic, prognostic, motivational	Yes	252	2	1	0	0	316
1-11-16	Text + Photo	No	No	47	4	0	0	0	316

7.5 Description available and relevant Instagram measurements measured

Measurement	Description
Community	
Total followers	The total amount of followers on a certain moment.
Followers growth	The development in followers growth over a certain period.
Content	
Post history	Discover the total amount of posts posted on a certain day.
Post distribution	The amount of posts posted in each month
Engagement	
Like history	The volume of likes your posts receive depicted on a daily basis. Both total and average.
Comment history	The volume of comments your posts receive depicted on a daily basis. Both total and average.
Most liked posts	Discover the posts which received the most likes
Most commented posts	Discover the posts which received the most comments
Most engaging posts	Discover the posts which received the most engagement

7.6 Results interviews CSR managers depicted within categories

	Cases							
		Interview 1	Interview 2	Interview 3	Interview 4	Interview 5	Interview 6	Interview 7
Categories	1. Job description	Responsible for reporting and making a CSR strategy	Responsible for creating and implementing CSR strategy	Create CSR strategy, Communicate it to business units & ensure implementation	Create CSR policy and implement it in company	Create CSR policy and decide where to create impact	Create CSR strategy and implement it in organization	Create CSR strategy and implement it
	2. CSR strategy	-CSR integrated in reporting by an integrated report -Transparency about CSR activities is key -Three core CSR themes out of a materiality analysis	-Long-term strategy (2020) -Independent foundation established to get customers attached and committed	-Long-term CSR strategy (2025) with core themes -Independent foundation established to get one clear CSR story and create long term commitment around CSR. Foundation has its own budget and the policy aligned with core themes of the company	-Long-term worldwide CSR strategy with core themes -Get staff attached to CSR as well is important by letting them hand in CSR ideas as well	Focus on core themes in CSR strategy	-Focus on three core themes -From next year integrated report instead of separated CSR report.	-Focus on three core themes -CSR is seen as an opportunity. -Philosophy business is based on CSR: How can we do everything just a little more sustainable.
	3. Dilemma's	Difficulty in making the right choices regarding CSR	Diversity in CSR initiatives on the market is high	-There are always more CSR initiatives requests to invest in than there is budget -Getting support from your customer for your CSR initiative is difficult -Difficult to preserve the chain	Getting people attached to your CSR initiative is difficult. Even getting internal staff with you	Dilemma is getting staff and employees with you in the CSR journey	-Getting employees or staff and the crowd with you is very difficult	Retaining staff by performing CSR
	4. Core business alignment	CSR nowadays should be part of your core business and integrate/align it with the core business	When making choices, alignment with core business is key	Choices for new investments in CSR initiatives should be aligned with mission and vision of foundation and business	Core business alignment and integration with CSR is important.	Stay close to your core business.	Core business alignment is important but not always leading. It should match with your vision and mission	Stay close to core business Deviation from core business: organization thinks that it just costs money and it's not relevant
	5. Selectivity in making choices	-Some CSR practices are just required, on other CSR practices you can distinguish yourself -By knowing your core CSR themes, you can focus and search on these in the market when searching for new initiatives or ideas	When making choices very selective	Yes, selective in terms of staying close to strategy	Unambiguously CSR policy which makes making choices for new CSR projects/initiatives easier	Choices for new CSR initiatives are made based on factors as: -Staff opinion -Financial impact -Project quality -Stakeholders opinion	-Focus is needed to make choices easier. Doing a little of all kind of things around CSR it becomes fuzzy and unclear what the effect is. -Large diversity in	-Stay focused when making choices and stay to core business. -Support from direction in organization is important when considering

		When making choices, a long trajectory and discussion is going on					CSR initiatives on the market.	investments in new CSR initiatives
	6. Charity like project investments	-CSR is not about investing in charities anymore -In the past focus on developing countries, nowadays more a local focus	-With foundation charity like project investments -Overall CSR activities should be aligned with core business	When investing in charities, always choose larger charities like Unicef or Red Cross → expected to create larger impact.	Yes, employees can hand in own ideas which might be charity related	Yes, partnership with WNF for example. But further decisions mostly bases on core themes	Not yet, it should match with your organization.	-Tried to give as little as possible to charity stuff -In the beginning charities invested in, nowadays more directed choices and selective
	7. Importance of knowing impact of investments	Making a business case or getting one is difficult	Knowing the impact before investing in a CSR initiative is important. Though not everything is quantifiable.	The impact of an CSR initiative when considering investment in it, should be clear. Though social impact/return is good as well instead of quantitative impact	-Impact is important but not always quantitative. Social impact is fine and important as well. -Sometimes it is just fingerspitzengefühl CSR is a feeling most of the times.	Quantifying impact is important.	Knowing the impact of an investment in a CSR initiative or project is nice, though if it feels good it is sometimes the best way to make choices. Belief in it.	Not always making use of a business case and quantitative data, but just a belief is enough
	8. Triggered (offline vs. online) for new CSR initiatives	-More offline getting triggered for new CSR initiatives than online -Interested in what other parties do on CSR, follow certain newsletters about CSR -Building a network of partnerships is key and talking to people. -You have to know the field you work in and the relevant CSR persons in this field -Triggering and getting informed about new initiatives mostly on events, by contacts you already have or organize an own event and invite relationships for it	- Face-to-face is preferred when getting informed about new CSR initiatives - Talking on events with people - Triggered by social media: Facebook. Also newsletters of 'MVO Nederland' and look which subjects are relevant for the business	-Face-to-face preferred -Triggered about new CSR initiatives by visiting events about CSR and talking to people on these events. Many people can find the CSR manager as well and approach him. He expects it actually	Scanning new CSR initiatives on social media by specific programs and software for it.	-Scanning new CSR initiatives and getting informed mostly on events or organize events by organization itself - Receiving newsletters	-Receiving newsletters, events and organizing events as organization itself -Get in touch with people and talk with them. -Touched by showing passion for the initiative and a great story. -First partition and basic information comes from online environment, thereafter face2face	-Visiting events to get inspired and talk with con-colleagues - Face-to-face preferable. Personal contact very important

9. Directly approached for new CSR initiatives	Direct approach desired for getting in touch with new CSR initiatives	Direct approach for CSR initiative happens, not experienced as annoying but as a sign of interests	Many times direct approached about CSR initiatives. Not experienced as negative: many good ideas are invented by other people or organizations	A few times a week directly approached. Many times rejection. Not annoying, though not very meaningful Make clear what you are asking for and what you can offer. Make the Win-win clear	Yes	Direct approach almost daily. Not annoying, because it shows that people dove into your CSR policy and show interest in your company	Direct approach very often about new CSR initiatives. Sometimes annoying, but also important to know new innovations and great inventions.
10. Scanning trends and developments on CSR level	Scanning megatrends and decide which of these trends is relevant for your business and react on these	Scanning trends and developments in CSR done with own team. Not megatrends but small trends relevant for business	Scanning megatrends on a worldwide level. SDGs is seen as a trend.	Scanning megatrends worldwide and act on relevant trends.	Yes, but on the core themes of CSR strategy mostly	Scanning trends and developments by being a member of communities like MVO Nederland, Klimaatplein etc.	Scanning trends done by special team and act on relevant trends and themes
11. Pressure from external Environment to act on CSR (incl. comp. scanning)	Pressure to work on CSR mostly from government	No pressure perceived from society to perform CSR	-Pressure of society to act CSR is experienced. Citizen expects company to act in a CSR way. -Scanning competitors is something we do as well and try to be ahead of them.	Pressure from crowd and society not that present, though aware of the necessity that crowd and society expects it.	-Pressure from society experienced mostly from companies and stakeholders but not from customers. -Scanning competitors is something that is done	Pressure from external environment or society to work on CSR not experienced. Own pure intent to act on CSR	You can't stay behind the competition. Scanning competitors and trends is necessary
12. CSR managers' activity on social media	LinkedIn, but prefers personal contact	-Facebook and LinkedIn, but prefers personal contact -Social media sometimes looks more asocial than social.	Twitter and LinkedIn mostly used to scan new CSR initiatives and information about CSR	CSR manager is active on Twitter most of the times and is planning to be more active on LinkedIn.	CSR manager active on LinkedIn and posts articles or news on it.	Chronic addicted to social media. Mostly scanning Twitter and LinkedIn and people from MVO Nederland and other influencers.	Social media is source of inspiration and creative stuff around CSR. Every day taking a look at social media
13. Own social media communication of organization about CSR	Company is active herself on social media as well, paid media and newsletters	Company itself communicates little about own CSR projects/initiatives on social media	Company communicates a lot about CSR activities on social media by use of a social media team.	Communicating about own CSR projects is done but can be done more often.	Company itself posts on social media about own CSR initiatives.	Company communicates on social media about own CSR initiatives	Company communicates on social media about own CSR initiatives

	14. Triggered by support from crowd on social media around CSR initiative	No	No	Yes, though still stay close to your core business CSR strategy	No, it is more important that you can identify yourself or your organization with the initiative	No answer provided	Support from crowd around CSR initiative will trigger CSR manager.	Yes, but still relevant to stay close to your strategy
	15. Recommendations regarding Zeta and Gamma	-Search for foundations having interfaces with the initiative and use a direct approach - Use directors network and use him/her as a connector of initiative - No understanding why to activate the crowd - Give initiative one clear name and act on a B2B level	It is important to tell a great story around a CSR initiative	Give CSR initiative one clear name instead of two	You have to let others identify with your CSR initiative.	No answer provided	No answer provided	If you are B2B with your initiative: stay B2B. You have to prevent from some kind of greenwashing

Table 1. Results case 1 till 7 interviewed CSR managers

		Interview 8	Interview 9	Interview 10	Interview 11	Interview 12
Ca te go ri es	1. Job description	Create CSR policy/strategy and implement it	Translating CSR strategy in practical goals and implement it in the organization	Implement sustainability strategy and evaluate and make changes.	End responsible person regarding CSR within organization. Create and implement CSR strategy	CSR consultant for large corporations. Creating CSR reports and strategies. Many customers and knowledge about CSR of corporates
	2. CSR strategy	-Reporting -Focus on core themes	-CSR opens opportunities -CSR integrated in strategy of organization -Core themes -Just started with CSR	-CSR actually is part of our DNA -Core themes in CSR policy -Long-term strategy 2020 -Currently focusing on de SDG trend, and picked 2 main SDGs of which the most impact creating is expected and argued	-Long-term strategy -Independent Foundation established to create structure and content to the entire CSR concept. -Important that employees or staff can play a role in new CSR projects and strategy	-Reporting is important for corporates -Corporates establishing a foundation is a trend at the moment. Though foundations often lack in linkage with core business
	3. Dilemma's	-Preserve the chain of suppliers -Getting internal staff and employees with you in the CSR journey is difficult -Support from direction is difficult regarding CSR	CSR should have a shared value: Value for your own organization, value for the environment and value for the shareholders. That's what you are measuring	No dilemma's mentioned	Dilemma is always money	Support from board of directors is key for investment in a CSR initiative or project.
	4. Core business alignment	Not always core business related, though it should fit with organization and have some kind of match	New choices regarding CSR should always be aligned with core business	Alignment with core business is key in making choices. Integrate CSR further in core business.	Core business alignment and connection is important and trying to stay close to core themes.	Core business alignment and integration is key. More relevant to invest in something close to your core business
	5. Selectivity in making choices	-Selective in making choices regarding new CSR initiatives: you can only spend the money once -Look if you can create money with an investment in CSR and if you have a lot of risk.	-Much diversity in choices regarding CSR initiatives Therefore keeping focus in making choices is important -Impact in front garden (there where you actually make the impact) and the back garden (just factors regarding CSR you need to ensure)	Selective in making choices regarding CSR	Yes, it should fit with the business, employees should have a stake and play a role in it.	Yes, CSR managers are selective in terms of staying close to core business
	6. Charity like project investments	In very beginning when starting with CSR many investments in charities. Nowadays more focused on integrating with business line.	No, only if it has a connection with core business strategy	Little investment in charities. When investing in some kind of charity, important to still align it with core themes of CSR	Many projects executed by the foundation in third countries and the initiative would perfectly match with these projects.	Third country focus of CSR is a passed station

	7. Importance of knowing impact of investments	<ul style="list-style-type: none"> -Business case is desired, however not everything can be quantitative. Sometimes just believe in something. -Sometimes just do things and trial and error. Make choices based on feeling 	Impact is one of the hardest things to measure, so not always quantitative. Though trying to have a business case is a positive thing	<ul style="list-style-type: none"> -Impact clear before investing in something is guiding -Measuring progress is important 	Impact is important to the extent that impact can be made clear. You have to think of where you can create impact.	<ul style="list-style-type: none"> -Quantifying the impact of a CSR initiative is important -Social return important for corporates to know for investments in a CSR initiative
	8. Triggered (offline vs. online) for new CSR initiatives	<ul style="list-style-type: none"> -Triggered by enthusiastic people telling an inspiring enthusiastic story about a CSR initiative. -Read a lot about CSR and innovative solutions about CSR. -No newsletter reading. Only MVO Nederland -Visiting events and conferences. Personal talk works best 	<ul style="list-style-type: none"> -Sustainable partnerships are key -Receiving newsletters MVO Nederland, visiting symposia or events five times a year. -Scanning network on LinkedIn, websites and newsletters. So scanning environment online is essential, though offline as well. -Personal contact is nice 	<ul style="list-style-type: none"> -Rather self-searching for new CSR initiatives on the market instead of reacting on offers -Like to be inspired about new things on the level of CSR -Visiting conferences or events and talk to people to become aware of new ideas regarding CSR -Face to face is preferred. Though sometimes mailing as well. 	<ul style="list-style-type: none"> -Enormous network of people and relations which makes that finding the right people yourself is easy. -Proactive searching for new initiatives regarding CSR instead of reacting on some offer. -Personal contact is important. 	<ul style="list-style-type: none"> -Personal partnerships are key in CSR and for CSR initiatives -Online presence as a CSR initiative is desired.
	9. Directly approached for new CSR initiatives	Directly approached daily. It's part of the job. You still have to be selective.	Often directly approached. Not annoying, but interesting to hear from another party why they see a certain CSR initiative have interfaces with your organization	Daily directly approached, not annoying because argumentation can be given immediately if something fits with the organization or not.	Many times directly approached. Understanding that organization do so, though almost always rejection.	<ul style="list-style-type: none"> Corporates often confronted with direct emails with some kind of CSR initiative. You have to stand out when doing so. -Direct approach for triggering is desired: LinkedIn
	10. Scanning trends and developments on CSR level	Trends are being scanned, you have to, otherwise you won't survive.		Trend mapping does organization itself. Looking at megatrends	Organization searches for new CSR initiative on a continuous basis to stay creative.	<ul style="list-style-type: none"> -Corporates interested in megatrends and which are relevant for their business and react. -SDGs are a trend and companies want to act on these

						in terms of activities regarding CSR and reporting -Several Benchmarks are trending for many corporates to score well on
	11. Pressure from ext. Environment to act on CSR	-Pressure from society to act on CSR is largely experienced. Especially from stakeholders. -Scanning competitors not that much, more trends worldwide and in your market	-Pressure to act on CSR mainly comes from stakeholders -It's wise and nice to hear from your competitors what they are doing on the CSR level	-Pressure from external environment sometimes to act in a CSR way. -Scanning competitors as well, though not on a daily basis	-Yes, nowadays you should be acting on CSR.	-Pressure mainly from stakeholders and government, especially when you are a B2B firm. When a firm is more B2C, pressure comes from customers as well -Corporates are scanning competitors
	12. CSR managers activity on social media	Active on LinkedIn and Twitter.	Twitter and LinkedIn and following people active in the field of CSR. Following Duurzaamheid.nl and MVO Nederland.	Most active on LinkedIn as a social media channel due to the fact that it is a business platform. Following important influencers on LinkedIn and other people on the level of CSR	Active on social media and many times posts about this CSR manager on social media as well. Though prefers personal contact and partnerships	LinkedIn is place to be to post stories or information around CSR initiative
	13 Own social media communication about CSR	Company posts on social media itself about CSR mainly on Twitter and LinkedIn.	Social media team who scans the environment on social media and posts about own CSR activities as well.	Yes, though it should be newsworthy	Yes	No comments
	14. Triggered by support from crowd on social media around CSR initiative	Support from crowd around a certain CSR initiative expected to be effective for triggering CSR managers like him.	Support from crowd around certain CSR initiative on social media will be recognized by social media team and they will make CSR manager aware of it. Though, fit to the organization still important	CSR manager get inspired and attached by social media. So when support from the crowd is present around a certain CSR initiative, he will be quite sensitive for it.	Might be, though searching for initiatives herself instead of being reactive	If something goes viral around the initiative, CSR managers will be triggered.

	15. Recommendations regarding Zeta and Gamma	No comments	Be aware of preventing any kind of greenwashing. Free publicity is nice	No comments	Add an impact tool when trying to sell the initiative. Amazing project and this CSR managers contacted us due to an article in P+ magazine.	-Difficult to find a corporate that fits your CSR initiative best. You have to share some kind of similar vision -Use your internal network to get support for the CSR initiative -As a B2B firm, not necessary to get the crowd with you -CSR manager of corporates sensitive for ambassadors or influencers.
--	---	-------------	---	-------------	---	---

Table 2. Results case 8 till 13 interviewed CSR managers