

# **Profit First Brands & Impact First Brands**

## **A Study on Brands and their Promises, Purposes & Marketing Strategies**



## **Master Thesis**

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## Abstract

**Purpose:** Today, we see a lot of brands take a larger role in society. Besides making profit, they want to benefit the society. The purpose of this study is to find out how brands communicate this to their consumers and how consumers perceive this communication. This research distinguishes two types of brands: brands originated to do good (impact first brands) and brands for which making an impact is important, but making profit is still paramount (profit first brands). This research consists of two studies and aims to answer the following two questions: “In what way is purpose incorporated in the business operations of purpose-driven brands and how is this communicated to the consumer?” and “What is the influence of the origin of the brand on the consumers’ attitude towards purpose marketing?”.

**Method:** This research consists of two studies. The first study is explorative and looks at the current field of purpose marketing by means of a desk research with case studies. The second study consists of an online 2x3 experiment among 266 participants. This experiment investigates whether there is a difference in the consumers’ credibility towards the brand and his or her purchase interest towards the products from impact first and profit first brands.

**Results:** Study I revealed that strong brands implement their purpose throughout all their marketing activities. Donating to a foundation, incorporating the purpose in the slogan or publishing an impact report are some examples. Study I also revealed that brands can use three different purpose marketing strategies: (1) emphasizing what the company does for the world, (2) pointing out what consumers can do for the world, and (3) highlight the togetherness in saving the world by using words as ‘us’, ‘we’ and ‘together’. In study II it became clear that it does not matter for consumers which one of these three purpose marketing strategies is used. Study II did also reveal that impact first brands were considered more credible in their good intentions than profit first brands. Nevertheless, this did not influence the purchase interest towards the brand.

**Conclusions:** When it comes to purpose marketing, it seems that who you are is of greater importance than how you bring the purpose message. Impact first brands were considered more credible than profit first brands. This was expected since impact first brands were founded to do good, their purpose is the reason for their existence. The way in which the purpose message is brought to the consumer, seems not to influence his or her opinion of the brand. Who you are and what you stand for is more important than how you communicate your messages.

# Table of contents

1. Introduction .....	1
2. Literature Review .....	2
2.1. Brand Promise .....	2
2.2. Profit First Brands and Impact First Brands .....	3
2.3. Purpose Marketing .....	4
2.4. CSR Fit .....	5
2.5. Purpose Marketing Strategies .....	6
3. Study I: An exploratory study on brands and their promises .....	7
3.1. Method .....	7
3.2. Results .....	8
3.2.1. Global research Inspiring 40 .....	8
3.2.2. Case studies .....	9
3.2.3. Social media analysis .....	11
3.3. Conclusions .....	11
4. Study II: An experiment on purpose marketing strategies .....	12
4.1. Method .....	12
4.1.1. Experimental Design .....	12
4.1.2. Manipulations .....	12
4.1.3. Measurements .....	13
4.1.4. Procedure .....	14
4.1.5. Participants .....	15
4.2. Results .....	16
5. Discussion .....	18
5.1. Main findings .....	18
5.2. Theoretical implications .....	19
5.3. Practical implications .....	19
5.4. Limitations and future research .....	20
5.5 Conclusion .....	21
References .....	22
Appendix 1: Desk Research Inspiring 40 .....	25
Appendix 2: Case studies .....	26
Appendix 3: Social media analysis .....	64
Appendix 4: Survey Design .....	84
Appendix 5: Tables .....	88

# 1. Introduction

Today in advertising, saving the world seems to be of great importance for brands to be considered strong and fair. Brand promises do not only aim for the best for customers anymore, they also hold strong values that focus on 'a better world'. We see leading brands give a share of their profit to charity, initiate programs to adopt sustainable and socially responsible practices, have a political agenda, and follow a clear social mission. Sometimes we even see the products or services a brand offers being linked to solving a societal problem. The rapid growth of such brand purposes, can be seen as evidence that this type of branding is more appreciated by consumers (Kay, 2005). This is confirmed by a study of Edelman (2019) who found that 64% of consumers worldwide expect brands to take a larger role in society.

We see companies emerge from a specific world-improving goal and we see their market shares grow every day. Think of brands such as Tesla (to accelerate the advent of sustainable transport), De Vegetarische Slager (vegetarian and good food), and Tony's Chocolonely (slave-free chocolate). These brands want to achieve an impact on each and every one in society (Synergie, 2019). In this research, such brands are called 'impact first brands'. They are originated to create social change, but make profit while doing so. Another type of brands that this research focusses on is 'profit first brands'. Profit first brands are originated from a business perspective and for them making profit is still paramount. Lately, we see these brands feel the pressure of acting socially responsible. That is why they adapt activities that cause social effects, they undertake corporate social responsible activities (Whitehouse, 2006), and try to make an impact besides making profit. Profit first brands are often traditional, large, well-known organizations.

What is missing in the academic literature on brands, is a clear framework on why a lot of brands, impact first as well as profit first, put a lot of emphasis on operating in a socially responsible way. How is this way of doing business incorporated in the heart of the company? And how is this 'doing good' perceived by consumers? This research contributes to this framework by finding out how a brand's purpose is woven into an organization's core business and by measuring the effect of communicating a brand's purpose on the consumers' buying interest towards the brand.

This research consists of two studies. In the first study, a desk research was conducted to explore the brand promises and brand purposes of impact first brands and profit first brands, what they do to fulfil them, and how they communicate this with the world. The research question that study I tries to answer is as follows: "In what way is purpose incorporated in the business operations of purpose-driven brands and how is this communicated to the consumer?"

In the second study, an online experiment was conducted to find out whether there is a difference in the consumers' attitude towards various purpose marketing strategies and to find out whether there is a difference in the consumers' buying interest and credibility towards profit first brands and impact first brands. Therefore, the following research question is formulated: "What is the influence of the origin of the brand on the consumers' attitude towards purpose marketing?"

First, the existing theory on brand promises, purpose marketing, profit first- and impact first brands and green washing is summarized. Second, the method and results of the desk research are being discussed. Then, the online experiment is being explained and analyzed. This paper ends with a discussion and an explanation of the implications.

## 2. Literature Review

In this chapter, a review of relevant literature is given. To understand where a brand purpose is coming from, first the literature on brand promises is reviewed. Subsequently, chapter 2.2. is devoted to explaining the difference between profit first brands and impact first brands. Thereafter, in 2.3., it is explained how a brand promise and a brand purpose are related and the term will be further clarified. Chapter 2.4. will discuss why a high CSR fit is necessary to avoid the downside of having a brand purpose, and includes also literature on greenwashing. At last, different strategies on how to share your brand purpose will be reviewed.

### 2.1. Brand Promise

“A brand is a promise. And promises are meant to be kept.” (Leventhal & Pearson, 2006, pp. 385). We could say that a ‘brand promise’ *is* marketing, because until consumers buy, use and experience a brand’s offerings, marketing is nothing more than a promise. Of course there has been a long history of trying to define the notion of brand promise. In this research the following definition by Anker, Kappel, Eadie, and Sandoe (2012) is used: “a relational action entailing the communication of intentions to bring about a future state of affairs” (p. 268). Strong brands incorporate their brand promise in literally all their marketing activities. For them it is critical to understand how the brand promise can be best translated to specific products and services (Keller, 2001). To emphasize the importance of a brand promise, Keller (2013) states that a brand should *be* a promise to consumers, in order to be considered a strong brand.

The brand promise clarifies what the brand stands for and holds the reasons why consumers should choose a particular brand. This promise can be communicated through, for example, a slogan or mission statement, but strong brands implement the brand promise throughout all their communication (Bolhuis, 2014). Great brands offer and communicate a clear and relevant brand promise (Barwise & Meehan, 2010).

In the past, brand promises usually contained information regarding the practical benefits of the product or service the brand offers. For example, emphasizing how clean their soap makes your dishes, pointing out how great you will look in their dresses or highlighting how comfortable their mattresses are. This is the oldest brand promise strategy used by brand managers (Voorn, Van der Veen, Van Rompay & Pruyn, 2018). Brand promises can also give a brand a personality with certain human traits or behavioral characteristics. With this strategy, the brand promise describes the brand’s personality traits and typical behavior. However, the strategy that became increasingly popular in recent years is adopting human values (Voorn et al., 2018). Human values are more stable and durable motivations than human personality traits. Human values guide the attitude, decision making and actions of consumers (Schwartz, 2012). Examples of human values can be a concern for equality, safety or the environment (Voorn et al., 2018). Schwartz (2012) distinguishes ten different types of values a brand promise can consist of. This research focuses on brand promises that hold values focused on universalism: “understanding, appreciation, tolerance, and protection for the welfare of all people and for nature” (Schwartz, 2012, pp. 7), since we see this one being used in practice very often nowadays. ‘Stop deforestation for palm oil’ (The Flower Farm), ‘A world without food waste’ (Too Good To Go), ‘A plastic-free ocean’ (Dopper) are all examples of brand promises that focus on a universal value.

There are different explanations for the rise of such brand promises. Firstly, it might have something to do with millennials, people born between 1980 and 2000. Millennials are considered to be important consumers since they have high spending power and a high number of spending years ahead of them (Twenge, 2008). Shetty, Venkataramaiah, and Anand (2019) found that millennials prefer brands which take social responsibility, have ethical standards and act beyond their commercial interests. Millennials rather support organizations that promote social responsibility than brands just focused on profit (Synergie, 2019).

Another explanation for the popularity of brand promises that focus on a universal value can be the current awareness of consumers of social, political, economic, cultural, and environmental issues. With inspiring people such as Greta Thunberg, the young Swedish climate activist, the awareness for societal problems grows. Thunberg started to raise awareness on global warming and

the climate emergency by sitting outside the parliament during school hours. She became internationally known and was even nominated for the Nobel Peace Prize in 2019. Because of the media attention she got, people nowadays are more aware of environmental problems (Holmberg & Alvinus, 2020). Climate change is one of the many issues that is frequently being addressed in the media. For that reason, brands with a clear universalist promise usually do not have to spend a lot of money on media coverage since they gain a lot of attention for their goal to make a difference anyway. They gain attention because they make people look at the market in a different way and therefore see different solutions for the problems (Synergie, 2019).

The third reason why organizations with brand promises focused on a universal value are growing, might be that these brands create opportunities. These brands create ways for consumers to solve problematic issues. Solving the issues is not done by the elimination of desires, but by offering different ways to fulfil desires (Synergie, 2019). Tesla for example, is not against the car industry, but presents alternatives to drive emission free. Also, the brand Seepje does not want you to wear dirty clothes, they offer a product that does not pollute the environment while cleaning your clothes. Research conducted by Synergie (2019) showed that people have generally become more positive about organizations in 2019. Dutch people see organizations as the means to a solution for a serious problem.

The last reason might involve the perception consumers have about themselves. By using or owning a specific brand, consumers express or extend their own understanding of who they are and who they want to be. Previous research has concluded that when a brand's values match with consumers' own perception of the self, their preference for the brand increases (Sirgy, 1982). These values enable consumers to express themselves and communicate their own identity (Belk, 1988). Especially millennials, who are more ethical and value driven (Shetty et al., 2019), might want to extend their perception of themselves by buying and using products and services from organizations with brand promises focused on a universal value.

## 2.2. Profit First Brands and Impact First Brands

This research distinguishes two types of brands: profit first brands and impact first brands. This differentiation between brands was made by Kapteijns in an online blog for VIM Group (2020). Impact first brands are organizations that were founded to make a difference and are also called 'impact organizations'. Nowadays we see more and more of these organizations rise. New start-ups are founded to tackle a problem: they use a good product or service to solve a social issue and make money by doing so. We see the market share of these organizations grow. When other players in the market (profit first brands) realize they cannot stop the development started, they will adapt their behavior (Synergie, 2019).

Profit first brands are brands for which making profit is still paramount, but want to contribute to society and solve societal issues too. These organizations were not created with a higher purpose in mind and are still primary focused on making profit. Nowadays we see such brands shift their focus from making profit at all costs to contributing to society as well (Kapteijns, 2020). 'Enable fossil-free living within one generation' (Vattenfall), 'Climate neutral shopping by 2025' (Bol.com), and 'Helping protect the future of sport for all athletes' (Nike): all examples of organizations that once started from a traditional business model with making the highest possible profit that slowly grew into creating a new brand promise that holds a universal value. Most of the time, these organizations are large and well-known (Synergie, 2019). These brands show their new promise by making an open statement in the public domain, lobbying for a specific cause, donating money, and making statements through their marketing and advertising communications (Shetty et al., 2019).

Profit first brands increasingly realize they are in a position to actively contribute to society in a positive manner while achieving significant competitive advantages that contribute to a healthy business return. The motive for profit first brands to go further than making profit alone comes not only from a sincerely felt moral obligation, but also from healthy self-interest, since the market share of impact first brands is growing (Kapteijns, 2020). Because of the rise of impact first brands, profit first brands are facing growing expectations from various stakeholder groups nowadays. They attract great attention and pressure on social, political and environmental issues. Being socially responsible

seems to be of growing importance to organizations of all types and sizes (Sontaitė-Petkevicienė, 2015).

Whitehouse (2006) discovered many reasons for profit first brands to 'do good': from NGO pressure to a genuine concern for a specific issue. Organizations now realize that you can only exist sustainably if the society in which you work is sustainable too and you can only be successful if society is also successful (Synergy, 2019). However, the universal reason was to preserve or improve the reputation of the firm (Whitehouse, 2006). Brands know they cannot afford to be a neutral spectator anymore (Shetty et al., 2019). Especially not with the high spending power of the millennials and the high spending years ahead of them (Twenge & Campbell, 2008). The mindset of the millennials forces brands to abandon their traditional market approaches and adopt a new set of strategies that is focused on a societal issue or a value focused on universalism (Shetty et al., 2019). The values of the impact first brands fit in seamlessly with the perspective millennials have on brands. Their success is not only measured by financial gains, but also by the difference they made on the issue they were founded for. They contain a good balance between business and for good, follow strong ideals and have fans among their consumers (Synergie, 2019).

### 2.3. Purpose Marketing

'Purpose' is the word that is used in this research to refer to brand promises focused on a universal value (Schwartz, 2012). A brand purpose encompasses the vision and the core values of the brand, it is about what the brand stands for and it determines in what way the brand does business (Kapteijns, 2020). Additionally, Edelman (2019) found that 89% of the consumers believe brand purpose is demonstrated through how the company benefits the society and the environment, and they want to see those benefits. Communicating this purpose through marketing and advertisement communications is called 'purpose marketing'.

In academic literature, not much has been written on purpose marketing. The reason for that might be that the term is rather new. But in practice we see purpose marketing as a popular topic of discussion. The Disruptor Daily (2017) defines purpose marketing as "a way for a brand to create a relationship with a target audience based on their shared needs and interests – including interest in supporting a worthy cause." The purpose of an organization explains the universal value the organization holds and it clarifies how the brand can serve its stakeholders now and in the future. Stakeholders include also the planet, the community and the customers (The Disruptor Daily, 2017). One way to communicate the brand's purpose is by a slogan or mission statement. 'A better life with less meat', the slogan from the meat substitute brand Vivera is a good example.

Since little is written about brand purpose and purpose marketing in academic literature, the literature on corporate social responsibility and shared value is reviewed too for this research. Even though there is not one universally accepted definition of corporate social responsibility (CSR), for this research, CSR is perceived as the organization's activities that produce social and environmental effects (Whitehouse, 2006). A firm's CSR strategy can be based on the dominant values, culture and expectations of local stakeholders (Popoli, 2011). Popoli showed in 2011 that CSR was in the past also relevant, but the essence is different now than it was before. His article shows that a brand's reputation is more and more closely linked to the CSR activities it undertakes. The most prominent reason for this is a perceived change in the expectations of society regarding the role of brands within society (Whitehouse, 2006).

CSR must not be confused with purpose. In an article for Forbes, Aziz (2019) highlights the important differences between CSR and brand purpose. He claims that CSR is an integral part of the day-to-day activities of an organization that are focused on long-term value creation. Purpose simply is what your brand stands for. Your purpose must include CSR, but it is not the same (Aziz 2019). In short: CSR consists of the activities an organization undertakes to produce social and environmental effects (Whitehouse, 2006), while purpose encompasses everything your brand stands for (Aziz 2019).

An academic term that is more closely linked to brand purpose is 'shared value'. This term is popularized by Porter and Kramer in 2011 in the Harvard Business Review. Porter and Kramer (2011, pp. 6) define shared value as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the community in which it operates." Porter and Kramer (2011) claim that organizations can create shared value in

different ways. They can for example do this through the products or services they offer, make changes in their value chain or by building supportive industry clusters at the company's locations.

Singh and Crissafulli (2020) state that purpose marketing has a lot of potential. Brands can choose out of many societal issues that they want to support and it is a win-win-win situation: solving a societal problem with a good product or service for the consumer and earn money by selling it (Synergie, 2019). Singh and Crissafulli (2020) think purpose marketing will be generally accepted by consumers within a few years.

## 2.4. CSR Fit

For brands, communicating their purpose by applying purpose marketing can be complex and sensitive. Consumers seem to think it is of great importance that brands are genuinely concerned with society when sharing their purpose through purpose marketing. When they have the slightest feeling organizations appear to be only in it for making more profit, it can cause negative feelings towards the brand (De Jong & Van der Meer, 2015).

A lot has been written on CSR fit, which is also relevant for this study. CSR fit is "the perceived congruence between a social issue and a company's business" (Du, Bhattacharya & Sen 2010, pp. 12). CSR fit can be either high or low. When CSR fit is high, the perceived relationship between an organization's core business and its activities towards a specific social problem are clear (Du et al. 2010), because the brand and a social cause share a similar value (Bagozzi, Cha & Yi, 2016). A good example is Vattenfall's new brand promise: 'enable fossil-free living within one generation'. CSR fit in this case is high since Vattenfall is a prominent supplier of energy in the Netherlands.

When CSR fit is low, we see the perceived sincerity and credibility of the brand being negatively affected (de Jong & van der Meer, 2015). Becker-Olsen and Hill (2006) gave several reasons why to avoid a low CSR fit. When CSR fit is low, brands may be perceived as less stable, less professional and less responsible. The social responsibility may then be recognized as a means to make more profit. 'Delivering a smoke-free future', the new brand promise from the cigarette brand Philip Morris, seems not in line with its original values. Also Rabobank, with their slogan 'growing a better world together', claims to make the food sector more sustainable. When people found out the bank invests in mega stables and fast food chains, much criticism arose.

Some reasons for a low CSR fit might involve used terms in advertisement such as 'recyclable', 'environmental friendly', 'green' and 'degradable'. These terms have no clear meaning and might cause confusion. Also, the scientific basis on which the brand's claims are based might lack in the advertisement. This makes it difficult for the general public to understand what is actually said (Carlson, Stephen & Kangun, 1993).

When CSR fit is low, organizations can be accused of greenwashing. Greenwashing is the phenomenon of an organization taking a green positioning without behaving accordingly. So it involves a discrepancy between the organization's claims on the environment and its actual behavior (de Jong, Huluba & Beldad, 2020). In previous studies, researchers found that greenwashing, when discovered, is negatively influencing the consumers' perception of the brand. It also seems to have a negative effect on the consumers' attitudes and behavior towards the brand (de Jong et al., 2020). In short, when there is a gap between a firm's communication of intentions and its real behavior, people will consider the CSR activities as opportunistic and motivated by self-interest (Popoli, 2011) and they might even accuse the brand of greenwashing.

In a study Edelman (2019) conducted amongst consumers worldwide, he found out that 56% of the consumers think that too many brands use societal issues as a marketing ploy to sell more of their products. This confirms that communication on the CSR activities alone will not improve or preserve a firm's reputation. Alignment between the 'talk' and the 'walk' will be necessary in avoiding being called out for greenwashing (Popoli, 2011) and in arousing interest in the product or service the company offers.

In this research it is assumed that consumers perceive the relationship between an organization's core business and its activities towards a specific social problem to be clearer with an impact first organization than a profit first organization. Impact first organizations were founded to make a difference (Synergie, 2019) and might therefore have a higher fit than profit first organizations



who were founded from a business perspective. Therefore, impact first organizations might be considered more credible and more appealing to consumers. The following two hypotheses are formulated:

**Hypothesis 1:** Consumers' perceived credibility is higher for an impact first brand than for a profit first brand.

**Hypothesis 2:** Consumers' purchase interest is higher for an impact first brand than for a profit first brand.

## 2.5. Purpose Marketing Strategies

There are of course many ways in which organizations can communicate their purpose. In this research, the way the purpose message is framed, is called a purpose marketing strategy. Little is written about the framing of purpose marketing messages in advertisement. Only a few theories were found on strategies that could be used for purpose marketing. For example, the marketing strategies defined by Cronin, Gleim, Smith, Ramirez and Martinez (2011). They consider the way in which 'doing good' is incorporated in the business as a marketing strategy. In their research, they distinguished three types of strategies: the development of greener products, focusing on greening the processes associated with the production of the products and a partnership with for example a foundation (Cronin et al., 2011).

Barcelos, Dantas and Sénécal (2018) consider the tone of voice used in advertisement as a marketing strategy. In their research they analyzed how the use of human or corporate voice in brand communication influences consumers' responses towards the brand on social media (Barcelos et al., 2018). In another research (Coombs, 2018), storytelling is considered a strong marketing strategy for sharing an organization's CSR agenda.

Morsing and Schultz (2006) distinguish different types of communication strategies of how the CSR agenda is established. They distinguish the self-centered communication strategy from the mediated and the dialogical. The self-centered one only communicates about CSR internally, the mediated strategy communicates about CSR to stakeholders, and the dialogical one interactively communicates with stakeholders (Morsing & Schultz, 2006).

In an article for MarketingDive, Adams (2019) points out that brands need to understand how to balance the tone of the marketing messages and the pessimistic attitude consumers overall have about marketing attempts. Marketing messages should not come across as deceptive or as trying to manipulate consumers' emotions. Especially when organizations make the consumer feel guilty and hold them responsible for societal issues, marketing campaigns can turn out to be ineffective (Singh & Crissafulli, 2020). In a research Coulter and Pinto conducted in 1995 they found that when advertisement makes the consumer feel guilty, consumers felt attacked and became irritated and angry, which often results in distrust towards the organization (Singh & Crissafulli, 2020).

This chapter tries to describe how broad and divergent the theory on purpose marketing strategies is. Researchers have different ideas of what marketing and communication strategies are and what they include. Maybe the way in which your purpose message is framed, is not as important as the message itself. Because of this uncertainty, this part of the study is going to be explorative.

### 3. Study I: An exploratory study on brands and their promises

To get a clear overview of how brands' promises and purposes are related to the core of the brand itself, a desk research was conducted. Since this is an exploratory research, the following research question was formulated: "In what way is purpose incorporated in the business operations of purpose-driven brands and how is this purpose communicated to the consumer?" With this question, a contribution to the academic literature on why more and more brands put a lot of emphasis on operating in a socially responsible way, is made. This study contributes to this theoretical framework by finding out how a brand's purpose is woven into an organization's core business and by looking at how the brand's purpose is communicated to the consumer.

#### 3.1. Method

This research was split up into three parts. The first part looked at well-known brands and their brand promises. The second part consisted of case studies of four different brands to get a deeper understanding of how the promise and purposes are interwoven in the management of the organization. In the last part, the Instagram accounts of twelve brands were analyzed and ordered by purpose marketing strategies.

For the first part of the desk research, the 40 most inspiring brands of 2019 in the Netherlands were analyzed. Synergie, a strategic consultancy in Business for Good, conducts research to create a list of the most inspiring brands of the Netherlands every year. The agency interviews 2500 Dutch people, carries out case studies and desk researches and talks to professionals of every layer in various organizations (Synergie, 2019). Four brands were left out for this research, since these were non-profit organizations that gain their income from sponsors and donors. For the remaining 36 brands it was investigated what their brand promise is, which CSR activities they perform, how they fulfil their purpose, and how they communicate this purpose with the world.

The information for this part of the research was in the first instance derived from the corporate websites of the brands. On the corporate website often a page was devoted to the brand promise or purpose. The CSR activities a brand undertakes and how the brand fulfills its purpose could most of the time be found under 'about us', 'our story' or 'sustainability' on the corporate website. When this was not the case, Google was used to find out how brands realize their promise and which CSR activities they undertake. For bigger organization, Google often led to Wikipedia where a lot of information was found. Sometimes Google led to blogs and newspaper articles from which relevant information was derived.

The brand promise was often found in the slogan or mission statement from the organization and was easy to recognize. To find out how the brands communicate their purpose, the corporate website and the social media channels (Facebook, Instagram, LinkedIn, Twitter) were broadly scanned. On the Facebook page, Instagram feed, LinkedIn page, and Twitter feed was looked at the use of design, the use of words and the content. All the collected information is incorporated in Appendix 1 (pp. 25).

For the second part of the desk research, case studies were conducted. Four different brands were investigated: Tony's Chocolonely, Nike, the Flower Farm, and Patagonia. Tony Chocolonely was chosen first since this brand shares a lot of information about its purpose with the world in its Jaarfairsdag (2019). Also, a lot of information about this brand was found in blogs, opinion pieces and news articles. For the second case study, Nike was chosen since Tony's Chocolonely is an impact first brand and Nike is a profit first brand. Also, a lot of information about Nike and its purpose can be found online, in case studies and in its Impact Report (2019) for example. The third case study was conducted on the Flower Farm, a rather new brand that originated to stop deforestation. The fourth was conducted on Patagonia, a rather old brand that originated to save the environment. These four case studies encompass different types of purpose-driven brands.

During these in-depth case studies the following aspects of the brands were investigated: the origin, the purpose, CSR activities, brand activism, owning a foundation, purpose communication, design, marketing activities, traditional media, and social media. This information was collected from the corporate websites, annual reports, and Wikipedia. In the case of Tony's Chocolonely, Nike, and

Patagonia, impact reports were available which contained rich information about the purpose of the organizations. The information was processed and can be found in Appendix 2 (pp. 25).

The third part of the desk research consisted of analyzing how brand purposes are communicated with the world. When looking at the social media posts from the different brands, it became clear that Instagram posts were interesting objects to further investigate. Instagram is the perfect medium for brands to express their message and reach a lot of people. Therefore this part of the study focused on analyzing Instagram posts of various brands. Additionally to the four brands that were investigated in the case studies, eight other purpose-driven brands were looked at: Seepje, Dopper, Saye, Ben & Jerry's, ASN Bank, Green Choice, MudJeans, and De Vegetarische Slager. These brands were chosen since they have a strong purpose and express their opinion through their social channels. The Instagram posts were sorted by different characteristics and can be found in Appendix 3 (pp. 64).

## 3.2. Results

In this part, the results of the three studies will be discussed: first, the global research on the Inspiring 40 list by Synergie (2019), followed by case studies from four purpose-driven brands, and finally a social media analysis.

### 3.2.1. Global research Inspiring 40

What was immediately noticeable in the first part of the study was that two different types of brand promises could be distinguished: (1) promises focused on bettering the lives of consumers and (2) promises focused on bettering the whole world. Also a noticeable distinction was the one between the two different types of brands: (1) brands that were founded to do good and (2) brands that were founded from a business perspective, but have a world-bettering purpose now. The focus for further research was laid on the second type of brand promise: bettering the whole world. Both types of brands are interesting for the course of this study. Therefore, a section in the literature review was dedicated to the difference between these types of brands. The terms 'impact first brands' and 'profit first brands' were further used in this research. In the table down below, some important findings of the first part of the desk research are presented.

**Table 1: Main findings desk research I**

Main Findings	Example and case number
Almost all organizations from the list from Synergie (2019) produce products or services that <i>are</i> the brand's promise or at least are the primary means of achieving the brand's promise. (n = 29)	Tony's Chocolonely's promise is a 100% slave-free chocolate industry. Its chocolate is the primary means of achieving this promise. (C9)
A lot of brands show the progress they made in fulfilling their purpose by sharing numbers and research results. (n = 12)	"42.492.152 saved meals = 106.230.380 kilos of CO2 emissions avoided" (C1)
When brand promises were focused on bettering the world, often they regarded bettering the environment and living conditions for animals. (n = 8)	'A world without food waste' (C1), 'Free animals from food chain' (C8), 'A plastic free ocean' (C11)
In the case of many impact organizations, the purpose was incorporated in the name of the organization. (n = 7)	'Fair Trade Original' (C5), 'De Vegetarische Slager' (C8), 'Ekoplaza' (C12)
Some brands own a foundation to financially support their purpose. (n = 4)	'The Nike Foundation' (C10), 'Philips Foundation' (C24), 'AH Foundation' (C36)
We see brands start a movement when trying to fulfill their purpose. (n = 3)	Vivera represents itself as a movement in reducing meat consumption, with merchandise and free downloadable posters. (C25)
Sometimes when brands express their opinion and their purpose, their message leans towards activism. (n = 2)	Nike often makes strong, political and activist statements on social media. (C10)

### 3.2.2. Case studies

In the second part of the desk research, four brands were investigated more in detail. A few striking features were discovered. First of all, it was very interesting to see how a brand's purpose is incorporated in all the activities and decisions the purpose brands make. All four brands obtain their materials in a sustainable and fair way, undertake various CSR activities, and have catchy taglines that can be easily remembered by the consumer. Tony's Chocolonely and Nike even invest a part of their profit into their own foundation. Even more interesting was to identify how the brands communicate their purpose with the world. The four brands have a recognizable design in advertisement that is in line with the purpose message they want to convey. The three larger organizations (Tony's Chocolonely, Nike, and Patagonia) have released an 'impact report' in which they explain how they fulfil their purpose. All brands post about their purpose on their social media channels. More interesting findings are explained in table 2 and table 3.

**Table 2: Main findings case studies on the business operations of the brands**

Main findings on...	Tony's Chocolonely	Nike	The Flower Farm	Patagonia
Origin of the brand	A Dutch journalist investigated the chocolate sector for a television program. He found out about slave labor practices and illegal child labor. This resulted in the public being familiar with the concept 'slave free chocolate', so he decided to create his own chocolate bars.	In January 1964, Nike was founded by track athlete Phil Knight and his coach Bill Bowerman to create high quality running shoes for athletes.	Marcel van Wing founded The Flower Farm to help save our rain forests that are being destroyed for the production of palm oil. Not having to work anymore, Marcel van Wing invested a lot in this startup.	Patagonia was founded in 1973 as a small, private owned company that produced clothes and equipment for climbers. As Patagonia grew, the company started to find ways to decrease the company's environmental footprint.
Purpose	'Making chocolate 100% slave free'. The brand's main focus is to set a new industry standard for the chocolate industry.	'To unite the world through sport to help create a healthy planet, active communities and an equal playing field for all.'	'To help save our rain forests that are being destroyed for the production of palm oil.'	'To build the best product, cause no unnecessary harm, and use business to inspire and implement solutions to the environmental crisis.'
CSR	Tony's Chocolonely is, next to illegal child labor and modern slavery, aware of the climate impact its business has. Therefore, the organization undertakes various activities to reduce their CO2 emission.	Nike undertakes many CSR projects and is active on three aspects: "Unleash human potential", "Transform manufacturing", and "Minimize environmental footprint".	The Flower Farm is a member of the Global Shea Alliance and also supports the initiatives of Orangutan Rescue.	Unafraid to take a stand against mass consumerism, Patagonia rejected the global event Black Friday in 2016 by donating 100% of sales on the day to environmental organizations.
Movement & activism	"Making a movement together"	Nike is no stranger to political activism.	Nothing is found on a movement or on activism.	"We're Part of a Movement for Change."
Foundation	Chocolonely Foundation	The Nike Foundation	No foundation	No foundation

**Table 3: Main findings case studies on purpose communication**

Main findings on...	Tony's Chocolonely	Nike	The Flower Farm	Patagonia
Taglines	'Crazy about chocolate, serious about people' and 'Raise the bar'	Nike invests a lot of money into different advertising campaigns. The "Just Do It" campaign is arguably the industry's greatest advertising slogan of all times.	The Flower Farm started off with the following motto: 'Eat plants, not palm please.' But the European Palm Oil Alliance filed a complaint. After a lawsuit, the brand changed its tagline to: "Eat plants free of palm"	Instead of having a specific tagline, the company makes use of different campaigns. Right now, the campaign 'Damnation' is running about the importance of rivers and dams.
Design	The design of the website is consistent with the design of the wrapper. The same colors from the wrapper are used everywhere: social media, store, website, etc.	In its advertisement, Nike makes use of high quality images and does a lot with the black and white filter.	The design of the margarine is clearly inspired by the flower power theme and "make love, not war". The design is simple, clear and transparent.	The design of Patagonia's clothes is very minimalistic. The clothes most of the time have a basic earth color and no fuss. The design of the website is focused on nature and outdoor sports.
Traditional media	"We don't do paid advertisement. We do focus on our owned and earned media. We were founded by journalists, so it is in our blood to want to seek publicity and to start the conversation."	Nike invests a lot of money into traditional media	The Flower Farm launched a national tv-campaign after its launch.	Patagonia does not make extensive use of traditional media. Once in a while the brand buys space in for example the New York Times.
Social media	On social media, Tony Chocolonely uses video and images to communicate stories for its purpose.	Nike has an enormous reach. Often, Nike shares content and posts regarding its statements, purpose and mission. Nike almost always posts an activist message with its commercial images.	The brand does not have an enormous followers base. Still it posts on a regular basis, often about its brand mission statement: 'eat plants, free of palm'.	Patagonia communicates on different categories in content: content focused on outdoor sports and content focused on climate activism. What is striking, is that Patagonia never promotes its own products on social media.

### 3.2.3. Social media analysis

In the third part of the explorative desk research, various Instagram posts from different brands were analyzed. It was noticeable that organizations that originated to do good make many and clear statements on social media on the purpose they support. The collected Instagram posts could be divided into the following six categories:

- Emphasizing the accomplishments of the company
- Showing political opinion
- Highlight the things that are ‘wrong’ in the world
- Explain what the company does for the world
- Sharing its goals for the future
- Calling on consumers to do good

To further subdivide the categories, another look at the different Instagram posts was given. From this, three different purpose marketing strategies were discovered: (1) emphasizing what the company does for the world, (2) pointing out what consumers can do for the world, and (3) highlight the togetherness in saving the world by using words as ‘us’, ‘we’ and ‘together’. In table 4, examples of the different purpose marketing strategies are presented.

**Table 4: Instagram messages sorted by purpose marketing strategy**

Purpose marketing strategy	Examples of text in Instagram post
Emphasizing what the company does for the world	<ul style="list-style-type: none"><li>• “Ever since the very first Doppo was sold, we have been donating to the Simavi water projects in Nepal.”</li><li>• “As a sustainable bank, we make a difference.”</li></ul>
Pointing out what consumers can do for the world	<ul style="list-style-type: none"><li>• “Eat less meat this year.”</li><li>• “Plant along. Brighten up the world. Care for nature. And also a little bit for yourself.”</li><li>• “How do you help solve the plastic problem?”</li><li>• “So, how about skipping fish (and meat in general), a bit more often? The fishies will thank you.”</li></ul>
Highlight the togetherness in saving the world	<ul style="list-style-type: none"><li>• “Let’s work together for a better future!”</li><li>• “Together we resist.”</li><li>• “Together we stand up for what we believe in.”</li></ul>

### 3.3. Conclusions

“In what way is purpose incorporated in the business operations of purpose-driven brands and how is this communicated to the consumer?” At the very beginning of this explorative desk research, it could be concluded that brands have different types of brand promises: some are focused on the benefits for the consumers and others are focused on bettering the world. It could also be concluded, that when it comes to bettering the world, two types of organization could be distinguished: profit first brands and impact first brands.

During further research it became visible that both profit first brands and impact first brands incorporate their purpose in almost all their business operations. It guides the way they do business and make decisions. Sometimes they share this purpose with their customers through a slogan, but more often the purpose is expressed through social media, within particular: Instagram. When comparing these Instagram posts, three purpose marketing strategies could be distinguished: (1) emphasizing what the company does for the world, (2) pointing out what consumers can do for the world, and (3) highlight the togetherness in saving the world by using words as ‘us’, ‘we’ and ‘together’.

These findings will be taken to the second part of this research. The expectation is that consumers have more negative feelings towards marketing strategy number two, but since no literature on these strategies was found, this part of the research will be explorative.

## 4. Study II: An experiment on purpose marketing strategies

### 4.1. Method

After conducting research I, Instagram turned out to be an interesting context to investigate the effect of the three found purpose marketing strategies on consumers and to investigate whether it matters to consumers that a brand is focused on making impact or on making profit first. Therefore, a randomized between-subject experiment was set up to test the effect of the origin and the strategies on the consumers' purchase interest and credibility of the brand's green intentions. The experiment was held online with the use of the program Qualtrics with the approval of the ethics committee. An online survey tool was chosen since it is an effective way to expose people to purpose marketing strategies and it ties in well with the object of the study: Instagram.

#### 4.1.1. Experimental Design

The experimental design that is used for this study is a 2 (origin: 'impact first brands' and 'profit first brands') by 3 (purpose marketing strategy: 'company action', 'consumer action', and 'joint action') model. During the desk research, two different types of brands could be distinguished by their origin: (1) impact-first brands and (2) profit-first brands. The three purpose marketing strategies that are used in this experiment are derived from the desk research as well and are as follows: (1) emphasizing what the company does for the environment, (2) pointing out what consumers can do for the environment, and (3) highlight what we can do together to save the environment. In every condition, the following dependent variables are measured: attitude towards the Instagram posts, purchase interest, and credibility of the brand's green intentions. Also two intervening variables are measured: the participant's interest in shampoo and his or her environmental awareness. The 2x3 model is shown in Figure 1.

	Strategy 1: Company Action	Strategy 2: Consumer Action	Strategy 3: Joint Action
Impact First Brand	Condition 1	Condition 3	Condition 5
Profit First Brand	Condition 2	Condition 4	Condition 6

**Figure 1: Experimental design**

#### 4.1.2. Manipulations

For this research, a fictional brand was used to avoid the influence of feelings that consumers might have beforehand when using an existing brand. The fictional brand is named 'HairHair' and it sells shampoo. Shampoo was chosen since it is an approachable, not expensive and everyday consumer good. It needs to be bought on a regular basis.

The first manipulation of this study is the distinction between an impact first brand and a profit first brand. Some participants are exposed to HairHair as an impact first and other to HairHair as a profit first brand. This distinction is made clear in the beginning of the survey, where the participant reads a short text about the origin of the brand. When HairHair is an impact first brand the participant reads about the brand being originated to save the environment by introducing an environmental friendly shampoo in a biodegradable package. When HairHair is a profit first brand, the participant reads about the brand being originated a long time ago and being a prominent shampoo brand

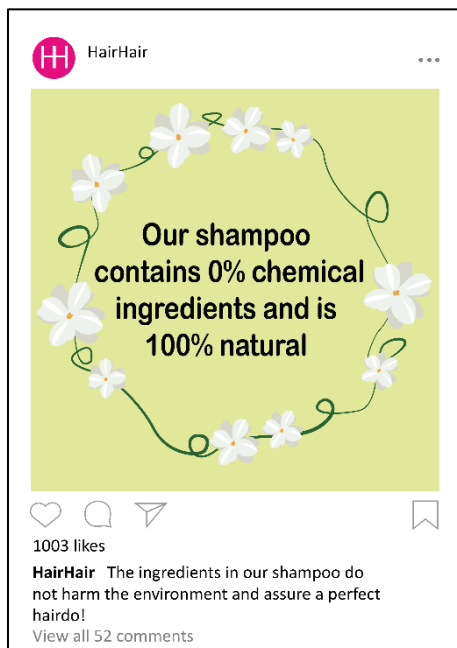
worldwide. Recently, the brand started to develop an environmental friendly shampoo with a biodegradable package. The text can be found in Appendix 4.

The second manipulation consists of the different purpose marketing strategies that were discovered in study I. After the participants read the short text about the origin of the company, they are exposed to Instagram posts that contain one of the three purpose marketing strategies. The strategies and examples of text in the Instagram posts can be found in table 5.

The design of the Instagram posts is constant in all three situations so this is not affecting the results of the study. Also, each situation contains a non-purpose marketing Instagram post on the quality of the product (see Appendix 4) to make participants more familiar with the brand. The text of this post is as follows: ‘Your hair deserves only the very best’ and ‘Experience the intense softness and wonderful scent of our natural shampoos. Which one is your favourite?’.

**Table 5: Manipulations purpose marketing strategy**

Strategy	Example of text in Instagram posts
Strategy 1: Company Action	<ul style="list-style-type: none"> <li>• ‘Our shampoo contributes to a better environment: the packaging is 100% biodegradable!’</li> <li>• ‘Our shampoo contains 0% chemical ingredients and is 100% natural’</li> </ul>
Strategy 2: Consumer Action	<ul style="list-style-type: none"> <li>• ‘Stop using harmful ingredients: better for the environment and for your hair’</li> <li>• ‘Choose 100% biodegradable packaging!’</li> </ul>
Strategy 3: Joint Action	<ul style="list-style-type: none"> <li>• ‘Together we create a world without disposable plastic’</li> <li>• ‘Only together we can achieve a greener world. Are you in?’</li> </ul>



**Figure 2: Instagram post (translated from Dutch)**

#### 4.1.3. Measurements

All items in the questionnaire were measured using five-point Likert-scales (from strongly disagree to strongly agree). The statements concern the following constructs: attitude towards the Instagram post, purchase interest, credibility of the brand’s good intentions, environmental awareness of the consumer, the consumer’s relationship with shampoo and some demographic questions concerning age, gender and education. The questionnaire can be found in Appendix 4 (pp. 84). The constructs will be further discussed in table 6.

A factor analysis aiming at a three-factor solution was conducted to check whether the participants’ attitude towards the three different Instagram posts could be distinguished into different



constructs. The three different posts fell into three factors. This allows the three measurement moments to be distinguished from each other. The factor analysis can be found in appendix 5.

Also purchase interest, credibility towards the brand's green intentions, environmental awareness of the consumer and interest in shampoo are four distinguishable constructs according to a factor analysis aiming at a five-factor solution. Two statements did not fall into a logic factor, therefore the choice was made to leave them out. This analysis can be found in in appendix 5.

The effects of origin and purpose marketing strategy are tested between-subjects. This applies to the effects on purchase interest and credibility of the brand's good intentions. This research also performs within-subjects tests. In each condition, the attitude towards the three different Instagram posts is measured. It will be calculated whether there is a difference in attitude towards these posts within-subjects.

**Table 6: Constructs**

Construct	Cronbach's Alpha	Number of items	Examples of items
Attitude towards post 1: green packaging	0.74	4	'I like this Instagram post' and 'This Instagram post gives me a good impression of the HairHair brand'
Attitude towards post 2: quality product	0.81	4	'I like this Instagram post' and 'This Instagram post gives me a good impression of the HairHair brand'
Attitude towards post 3: green ingredients	0.84	4	'I like this Instagram post' and 'This Instagram post gives me a good impression of the HairHair brand'
Purchase interest	0.89	5	'I am interested in the products HairHair offers' and 'I would like to receive more information about Hairhair'
Credibility of the brand's good intentions	0.85	6	'I believe HairHair tries to contribute to a better environment with this product' and 'I doubt the sincerity of the brand's green claims'
Environmental awareness consumer	0.83	4	'I am an environmentally conscious person' and 'Environmental responsibility is important to me'
Consumers' interest in shampoo	0.83	2	'I use shampoo on a regular basis' and 'I think shampoo is an important product for my physical care'

#### 4.1.4. Procedure

After starting the survey, participants were exposed to either one of the six conditions. First, the participant is exposed to a short story about the origin of HairHair. The participants read whether the brand is originated to save the environment or is originated years ago and have a green shampoo to better the environment now. Thereafter, the participant is exposed to an Instagram post which contains a purpose marketing strategy depending on what condition the participant is in. After looking carefully at the post, the consumer is asked about his or her opinion on the post. Then, another Instagram post about the quality of the shampoo is shown and the participant's opinion is asked. This post is the same in all six conditions. After that, another Instagram post is shown which contains a purpose marketing strategy that belongs to the condition and again the opinion of the participant is asked.

Next, the participant has to answer different statements about his or her attitude towards the brand. These statements concern the different constructs and involve items as discussed in table 5. At last, the participant has to answer some personal statements concerning his or her own environmental awareness, relation to shampoo, age, gender and educational level.

#### 4.1.5. Participants

The sampling of the participants was done based on non-probability sampling. To be more specific, a convenience sampling was used. Since the target group is ‘consumers’, everyone could fill out the questionnaire. Participants were gathered via social media, through Facebook, WhatsApp and LinkedIn. Only Dutch people were approached since the Instagram posts are written in Dutch.

The survey was online for about two weeks until data of 305 participants was collected. The participants that took between the 150 seconds and 25 minutes to fill in the questionnaire, were used as reliable participants for this research since they took the time to consider their answers but did not pause the questionnaire to get back to it later. When the questionnaire is being paused, the text in the beginning and the Instagram posts are more likely to be forgotten. Therefore, 21 participants were deleted. The 18 participants with not fully completed questionnaires were deleted too. This led to 266 filled in questionnaires that were useful for this research. This means that every situation is tested on average with 44 participants.

To test whether the different groups are comparable in background characteristics, analyses on age, gender, level of education, environmental awareness and interest in shampoo were performed. More women ( $n = 168$ ) than men ( $n = 93$ ) filled out the survey and one participant did not want to, but gender seemed to be distributed equally over the six conditions. The Fischer’s Exact test did not show a significant number ( $p = 0.48$ ) which means that potential differences between the conditions cannot be linked to gender.

The participants’ average age is 33.7. An ANOVA test did not show any significant outcomes ( $p = 0.09$  and  $p = 0.83$ ). Also the Chi Square test on the level of education did not show any significant effect ( $p = 0.50$ ). It can be concluded that differences between the conditions cannot be linked to the age of the participants. There were more highly educated participants ( $n = 149$ ) than low educated participants ( $n = 68$ ), but they are equally distributed over the different conditions.

Also ANOVA tests on the two moderating variables were conducted: environmental awareness and interest in shampoo. It was expected that these variables affected the effect of origin and strategy on the dependent variables. But unexpectedly, both variables did not show a direct significant effect with either origin nor strategy (see table 10 and 11). Therefore, it can be concluded that differences between the conditions cannot be linked to any of the characteristics of the persons in the conditions.

**Table 7: Fischer’s Exact Test on gender**

Construct	Fischer’s Exact Test	Level of significance
Gender	9.69	$p = 0.48$

**Table 8: ANOVA test on age**

Effect of ... on age	Mean Square	F	Level of significance
Origin	701.86	2.96	$p = 0.09$
Purpose marketing strategy	44.00	0.19	$p = 0.83$

**Table 9: Chi Square test on level of education**

Construct	Chi Square	Level of significance
Level of education	4.38	$p = 0.5$

**Table 10: Moderating variables and origin**

Construct	Mean impact first brand ( $n = 139$ )	Mean profit first brand ( $n = 127$ )	Level of significance
Interest in Shampoo	4.04 (SD = 0.78)	4.00 (SD = 0.71)	$p = 0.89$
Environmental awareness	3.33 (SD = 0.65)	3.39 (SD = 0.72)	$p = 0.67$

**Table 11: Moderating variables and purpose marketing strategy**

Construct	Purpose marketing strategy 1 (n = 93)	Purpose marketing strategy 2 (n = 130)	Purpose marketing strategy 3 (N = 43)	Level of significance
Interest in Shampoo	4.13 (SD = 0.70)	3.97 (SD = 0.79)	3.90 (SD = 0.69)	p = 0.89
Environmental awareness	3.36 (SD = 0.74)	3.33 (SD = 0.66)	3.44 (SD = 0.63)	p = 0.67

## 4.2. Results

To find out whether the origin (impact first or profit first) of the brand has an effect on the different constructs, ANOVA analyses were conducted. The ANOVA analyses revealed that consumers' attitude towards post 1 is more positive when they are exposed to an impact first brand ( $F(1, 261) = 6.03$ ,  $p = 0.02$ ) than towards a profit first brand. It also revealed that participants found the good intentions of the impact first brand more credible ( $F(1, 261) = 13.57$ ,  $p = 0.00$ ) than that of a profit first brand. The means and standard deviations can be found in table 12.

The other ANOVA analyses did not show any significant effects. So, there is no significant difference between the origin of the brand and the consumers attitude towards post 2 ( $p = 0.77$ ), attitude towards post 3 ( $p = 0.94$ ) and purchase interest ( $p = 0.95$ ). The results are processed in table 8.

To find out whether the three different purpose marketing strategies have an effect on the dependent variables, also ANOVA analyses were performed. None of the dependent variables showed any significant effect. This means that consumer's purchase interest ( $p = 0.58$ ), credibility of the brand's good intentions ( $p = 0.12$ ) and attitude towards the three Instagram posts (respectively:  $p = 0.54$ ,  $p = 0.85$  and  $p = 0.55$ ) are not affected by the purpose marketing strategy that the brand uses. The results are shown in table 13.

**Table 12: Effect of origin**

Construct	Mean impact first brand (n = 139)	Mean profit first brand (n = 127)	Level of significance
Attitude towards post 1: green packaging	3.39 (SD = 0.69)	3.22 (SD = 0.65)	p = < 0.05
Attitude towards post 2: quality product	3.23 (SD = 0.72)	3.24 (SD = 0.68)	p = 0.77
Attitude towards post 3: green ingredients	3.52 (SD = 0.70)	3.46 (SD = 0.75)	p = 0.94
Credibility of the brand's good intentions	3.68 (SD = 0.51)	3.49 (SD = 0.57)	p = < 0.05
Purchase interest	3.11 (SD = 0.79)	3.03 (SD = 0.77)	p = 0.95

*Note: Measured on a 5 point Likert-scale with 1 being negative and 5 being positive*

**Table 13: Effect of purpose marketing strategy**

Construct	Purpose marketing strategy 1 (n = 93)	Purpose marketing strategy 2 (n = 130)	Purpose marketing strategy 3 (N = 43)	Level of significance
Attitude towards post 1: green packaging	3.26 (SD = 0.60)	3.33 (SD = 0.68)	3.34 (SD = 0.81)	p = 0.54
Attitude towards post 2: quality product	3.19 (SD = 0.63)	3.24 (SD = 0.71)	3.32 (SD = 0.70)	p = 0.85
Attitude towards post 3: green ingredients	3.56 (SD = 0.63)	3.44 (SD = 0.70)	3.48 (SD = 0.72)	p = 0.55
Credibility of the brand's good intentions	3.55 (SD = 0.52)	3.59 (SD = 0.56)	3.65 (SD = 0.54)	p = 0.12
Purchase interest	3.11 (SD = 0.73)	3.06 (SD = 0.76)	3.05 (SD = 0.78)	p = 0.58

*Note: Measured on a 5 point Likert-scale with 1 being negative and 5 being positive*

## 5. Discussion

The primary goal of this study was to identify how brands express their purpose and how these expressions are perceived by consumers. This research revealed how brand purposes are woven into the business of an organization and how purpose marketing strategies are perceived by consumers. First, the main findings of the two studies are summarized, followed by the theoretical and practical implications of this research. This chapter ends with recommendations for further research and a general conclusion.

### 5.1. Main findings

When performing an explorative research on the 40 most inspiring brands of 2019 (Synergie, 2019), different interesting things were found. Especially the difference in brand promise was interesting. Two types of promises could be distinguished: focused on the consumer and focused on bettering the world. Another distinction was found in the origin of the brand. Some brands were founded to do good and to make an impact: ‘impact first brands’. Others were founded a long time ago and now have a greater purpose they want to fulfil: ‘profit first brands’.

To answer the research question for study I, “In what way is purpose incorporated in the business operations of purpose-driven brands and how is this purpose communicated to the consumer?”, not one answer can be given. Every brand has its own way of incorporating and expressing their purpose. Though, it was common for purpose-driven brands to incorporate their purpose in almost all their business activities. From production to shipping and from collecting raw materials to selling.

One of the main ways of expressing their purpose to the world, was by using social media. In the brands’ social media posts the purpose was easy to recognize. In the last part of study I, three different purpose marketing strategies were found: (1) emphasizing what the company does for the world, (2) pointing out what consumers can do for the world, and (3) highlight the togetherness in saving the world by using words as ‘us’, ‘we’ and ‘together’.

Since the difference in origin of the brand was an interesting feature that was found in study I, the second study tried to answer the following question: “What is the influence of the origin of the brand on the consumers’ attitude towards purpose marketing?”. Two hypotheses were formulated and tested by means of an online experiment.

The second study found that impact first brands were considered more credible than profit first brands. This did not come as a surprise since the theory already made clear that consumers prefer brands which take social responsibility and have ethical standards (Shetty et al. 2019). For impact first brands, this probably is more clear and more trustworthy since they were originated to solve a societal issue (Synergie, 2019).

Unexpectedly, the origin of the brand did not affect the consumers’ purchase interest. It was expected that consumers had more interest in the products that impact first brands offer than in those of profit first brands, but this was not the case. The results are in contrast to the literature and the predictions that were made beforehand. But, these outcomes might be influenced by external factors which will be further explained in the limitations section.

With this information the two formulated hypotheses can be confirmed or rejected. The first hypothesis is as follows: ‘Consumers’ perceived credibility is higher for an impact first brand than for a profit first brand.’ This one can be confirmed. Consumers do find impact first brands more credible in their green attempts. The second hypothesis ‘Consumers’ purchase interest is higher for an impact first brand than for a profit first brand.’ can be rejected.

For the three purpose marketing strategies found in study I, it was tested how they were perceived by consumers. Surprisingly, no significant differences were found. From this it can be concluded that it does not matter to consumers which one of the three purpose marketing strategies is used in order to find the brand credible or have a purchase interest. No hypotheses on this topic were formulated since this part of the study was explorative. No theory on this subject was found. It seems that consumers do not find it important how you frame your purpose marketing message. Probably, the message itself and the good intentions behind it, are more important. That is why the perceived

credibility of a brand is higher when the brand is impact first, and why the different marketing strategies did not show any significant difference in credibility towards the brand.

## 5.2. Theoretical implications

The results of this study provide new insights that contribute to the literature on purpose marketing. First of all, it seems of great importance to consumers what the origin of the brand is, to consider the brand as credible in its green attempts. This can be linked to the idea that an organization's core values and ideas are meaningful to consumers. That the different purpose marketing strategies had no effect on the attitude towards the brand and the Instagram posts, emphasizes this idea: it is about who you are and what you stand for, not about the way you communicate the purpose message.

In their article, De Jong and Van der Meer (2015) stated that consumers think it is of great importance that they see that brands have a genuine concern for society. This research confirms this by showing us that organizations that were founded to do good, are perceived to be more credible in their green attempts than organization who were founded from a business perspective. Who you are at your core is crucial.

These results can be linked to the literature on greenwashing. When the sincerity and credibility of a brand is being negatively affected, a brand risks being called out for greenwashing (de Jong & van der meer, 2015). The expectation is that profit first brands risk this more than impact first brands as Edelman (2019) found out that consumers think too many brands use societal issues as a marketing ploy to sell more of their products. Since impact first brands were founded to solve the societal issue they stand for, it is expected they will not be as much being called out for greenwashing than profit first brands. This expectation can be tested by doing further research on greenwashing and the two types of brands.

Another theoretical implication is the generalization of the outcomes of the experiment. In the theory, the disliking of a brand that expresses its purpose is linked to greenwashing (de Jong et al., 2020). But the disliking of a brand could have other reasons: disliking the design or the product in general. Also, what is lacking in the literature is the difference between greenwashing and being called out for greenwashing. When consumers' perceived credibility of a brand is low, it does not automatically mean a brand is greenwashing its messages.

What also caused theoretical implication in this research, were the non-influence of the intervening variables on the outcomes of the study. It was expected that consumers that perceive themselves as highly environmental aware, give different answers to the questions than people who do not care for the environment. But this was not the case. Next to that, the literature emphasizes the high environmental awareness of millennials (Shetty et al., 2019), which raised the expectation of different outcomes for different age groups, but this was neither the case. Maybe future research could focus more on intervening variables as 'the consumers' brand awareness' or 'political preferences'.

At last, since little research is done at this moment on purpose marketing, this research has an exploratory character. The phenomenon of purpose marketing is in practice very popular. Since little scientific theory on purpose marketing could be found, scientific literature on relative terms such as CSR and shared value was used. These terms have to do with purpose marketing, but are not exactly the same. In an article for Forbes magazine, Aziz (2019) claims that it is important to distinguish CSR from purpose marketing. But while doing desk research, it became clear that organizations in practice do not always make this distinction. The terms are often used interchangeably on corporate websites and in impact reports. This raises questions on the need of maintaining this distinction.

## 5.3. Practical implications

Apart from the fact that this research contributes to the existing literature on purpose marketing, the results also provide implications for the marketing department of organizations. The study provides insights in how brands can successfully incorporate their greater purpose in all their business operations. It also provides insights in how consumers perceive purpose marketing messages.

First, it is crucial for organizations to think about how to communicate their greater purpose. To start with, the brand promise is a very important aspect to communicate the brand's purpose. But strong companies incorporate their purpose in all their marketing and communication activities. Some brands own a foundation for their cause, some companies produce their products in a different way,

other companies incorporate their purpose in their slogan and some write extensive purpose reports to inform consumers about how the company wants to fulfil its purpose. What is important for brands nowadays, is to think about how to communicate their purpose while staying in line with the culture of the company and the image people have of the brand.

Second, it does not matter which of the three purpose marketing strategies found in study I is used. Brands can either lay the focus on themselves, the consumer or on the togetherness when it comes to purpose marketing messages. This counts for as well impact first brands as for profit first brands. As long as consumers feel the message fits with the core values of the brand, the way the purpose message is framed, does not matter.

Finally, since the purpose marketing attempts of impact first brands are found more credible than those of profit first brands, it is advised that profit first brands are careful with spreading purpose marketing messages. When the brand is considered not credible, it can eventually be called out for greenwashing and lying. The advice for profit first brands is therefore not to lay too much focus on purpose marketing strategies, but also on other aspects of the products and the brand. Consumers seem to value brands for who they are and what they stand for. Also profit first brands can have a purpose and can have certain values which might not immediately benefit the whole world, but result in the world being a better place for the consumer. Focusing on such values can enlarge the credibility and benefit the brand.

## 5.4. Limitations and future research

Even though both studies were prepared, performed and analyzed thoroughly, some limitations are to be recognized when looking at the findings. These limitations must be taking into account for future research.

First, the three strategies used in the six situations of the experiment could not be theoretically substantiated. Maybe this confirms that the framing of the message is not important for consumers, it is about the message itself. For future research, other purpose marketing strategies could be tested. For example communicating the three strategies Cronin et al. (2011) describe in their research: the development of greener products, focusing on greening the processes associated with the production of the products and a partnership with for example a foundation.

Second, the product used in the experiment was shampoo. The reason for choosing his product was described in the method section. But choosing to do research at one consumer good means you cannot generalize the outcomes for all products. Maybe the results would be completely different if a more expensive, slow consumer good was used, for example a car, a television or a piano. Those are goods that are not bought as often as shampoo, causing consumers to consider their purchase more. There also might be completely different results when a service is used instead of a product.

The third practical implication involves the fact that the experiment was performed online. The plus side of this was that a large group of people was reached. The down side of an online experiment could be that participants not take the questionnaire as serious as when they undergo an experiment in a laboratory. Maybe the text in the beginning of the survey and the Instagram posts were not read thoroughly, what could have caused the outcomes of this research. Therefore, the choice was made to leave out participants who finished the survey within 150 seconds, but still, with an online survey there is less control over these type of matters.

Fourth, a problem that this research might encounters is the fact that a fictional brand is used. Participants might not have enough background information about the brand to decide whether they find the brand attractive and have an interest in buying it. A made-up brand was chosen to avoid feelings participants might have beforehand. This makes the outcomes of this research not generalizable. It can be generalized for start-ups, but not known brands.

Finally, the opinions given on the Instagram post might also involve opinions on matters that this research did not focus on, for example the design. The design was identical across the six conditions to avoid this, but participants can still have based their attitude towards the brand on the design of the Instagram posts. This could have caused no significant difference between the buying interest in the shampoo of an impact first brand and a profit first brand. Also, the opinions could be influenced by the product. Since shampoo is a fast consumer good with a relatively low price, consumers might not consider the origin of the company as a factor that influences their purchase

intention. Another problem with the product shampoo might be that consumers already have a favorite shampoo that they use on a daily basis. Therefore, their purchase intention might not be influenced by any type of marketing.

## 5.5 Conclusion

The aim of both studies was to explore the field of purpose marketing and to find out what effect the origin of the brand has on purpose marketing. The results from the performed studies indicate that it did not matter to consumers whether an Instagram post was focused on the quality of the product or the greenness of the brand in order to like the post. This research also found out that it did not matter to consumers which one of the three purpose marketing strategies was used. Participants that were exposed to different purpose marketing strategies, did not show different attitudes towards the Instagram posts, perceived credibility of the brand's good intentions or buying interest.

This research did prove that the origin of the brand matters to the consumers in terms of perceived credibility. Participants thought of the impact first brand as more credible in its green attempts than profit first brands. Nevertheless, this had no influence on the purchase intention towards the products of the brand.

With these findings, it can be concluded that when it comes to branding in terms of saving the environment, impact first brands have an advantage. With these organizations it is clear who they are, what they stand for and what their values and standards are. The way this is communicated seems to be of less importance. It is really about what you stand for as an organization and who you are at your core. Strong brands with a strong identity that clearly emphasize what their values are seem to be found more credible than brands that only share their eco-conscious ideas in a rather superficial way. Who you are is much more important than how you communicate your purpose message.



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## Appendix 1: Desk Research Inspiring 40

A desk research was conducted among the 40 most inspiring brands from 2019 (Synergie 2019).  
Double click on the presentation to show.



**Desk Research**

speaker	Romy Buursink
date	12 March 2020
our reference	637196024912654397

## Appendix 2: Case studies

### Case studie: Tony's Chocolonely

*-Purpose-*

#### **The origin of Tony's Chocolonely**

The brand Tony's Chocolonely originated after Teun van de Keuken, a Dutch journalist, investigated the chocolate sector for the television programme 'Keuringsdienst van Waarde'. He found out that around 20% of all cocoa farmers in the Ivory Coast engage in slave labour practices and he also found cases of illegal child labour. Teun van de Keuken pleaded with several major chocolate companies to produce slave free chocolate, but his attempts did not make the companies change their practices. Nevertheless, it did result in the media, politics and consumers being familiar with the concept 'slave free chocolate', so he decides to create his own chocolate bars together with Maurice Dekkers, owner of the TV production company of the 'Keuringsdienst van Waarde'. They agreed on starting a commercial company instead of a foundation, to be credible enough to convince the larger chocolate companies. When their company would be able to show that you can be successful and slave free at the same time, maybe the larger chocolate companies would be convinced to create slave free chocolate too (Blom, van Burg, Verhagen and Hillen, 2015).

In 2005 Teun and his colleague, Maurice Dekkers, develop the first Tony's chocolate bar to be sold on the Dutch market. "Tony's' being the English translation of Teun and 'lonely' referring to his lonesome battle to convince the whole world." (Blom et al. 2015). The bar had an alarming red wrapper and an enormous claim '100% slave free'. Despite the bars becoming quite popular, the journalist discovered that the claim was not right to make. He did not exactly know where the cocoa beans came from, since the beans come from a factory where as well certified as non-certified beans are being processed, and the beans do get mixed up. When you do not know where the beans exactly come from, you cannot make the claim your chocolate bar is 100% slave free. So new plans had to be made (Jaarfairslag 2019).

In the years after, Tony's Chocolonely created five principles of cooperation: traceable beans, higher price, emancipated farmers, long-term results, and quality & productivity. These principles make Tony's Chocolonely the impact company it is today (Jaarfairslag 2019). The founders of the brand believed it was essential the brand did not criticize others, but rather serve as a role model on how it could be done differently (Blom et al. 2015).

Tony's Chocolonely claims to have four brand values: (1) Critical: the brand has and gives a clear opinion about itself, about chocolate, and about the world. They are open, way what it is about, and keep asking questions. (2) Quirky: the brand is a true pioneer. It believes in freedom and doing things differently, which makes them original and ground breaking. It explores new ways to make the world a better place and inspire others to do so too. (3) Happy: Tony's Chocolonely is positive, believes in opportunities and always makes the best out of it. Rather a little bit naïve than negative. The brand

enjoys what it does, keeps smiling and is full of energy. (4) Entrepreneurial: the brand is a commercial organization, that wants to make profit while making the world a better place. Money is not its goal, but a means to realize the vision (Jaarfairslag 2019).

### **Tony's Chocolonely's purpose**

“Het is tijd voor actie! 100% slaafvrij de norm in chocolade. Daar staan we voor.” (Jaarfairslag 2019). Tony's Chocolonely has a purpose you cannot ignore: 'making chocolate 100% slave free'. The brand knows this vision is ambitious since it means changing the mindset and behaviour of all actors in the chocolate sector (Blom et al. 2015). But they are committed to reach their goal. They understand that to reach their goal, they have to also gain financial success. When being financially successful, they create a lot of impact and hope other chocolate producers will follow their way of working. Financial growth is not a goal, it is a means to realize the mission.

The brand's main focus is to set a new industry standard for the chocolate industry. They do this by undertaking various activities. Tony's Chocolonely made a roadmap with 3 pillars: (1) Tony's creates awareness; (2) Tony's sets an example; (3) Good example follows.

Point 2 and 3 can be explained by Tony's Chocolonely approach to the whole chocolate market. Through an open chain platform, Tony's give companies the opportunity to adopt their approach and change the chocolate industry together. Albert Heijn, the largest retailer in the Netherlands, is the first one to follow the route in purchasing cocoa for their own Delicata chocolate brand. Tony's Chocolonely wants also other brands to join and therefore makes it as easy as possibly for them (Jaarfairslag 2019).

To make the beans as traceable as possible, Tony's Chocolonely has 5 partner cooperatives. For the second year in a row, 100% of Tony's purchased cocoa beans were traceable. They purchased these beans from 6624 farmers, who are all members of one of the 5 cooperatives (Jaarfairslag 2019). This way we see that achieving 100% slave free chocolate is integrated in the business model from the company.

The price for cocoa is generally low, very low. To provide farmers with a fair price, extra premiums should be paid. The Fairtrade premium is a first step, but still this is not enough. Therefore, Tony's Chocolonely created an additional premium. This additional premium fills the gap between a liveable income (determined by the Living Income Reference) and the price a farmer gets for his or her beans. The company claims to do this until there is a structural solution: a higher cocoa price! Last year, Tony's paid 2,6 million euros in premiums wherefrom 1 million euros were Fairtrade premiums and 1,6 million euros additional Tony's premiums (Jaarfairslag 2019).

In addition to making sure the beans the organization uses for its chocolate bars is 100% slave and illegal child labour free and making sure the farmers earn the right price, Tony's Chocolonely also lobbies for laws regarding this issue. In May, the Duty of Care of Child Labour law was accepted by the Dutch Senate. In the run-up to the vote, Tony's spoke to many companies, political parties, NGOs and children's rights organizations. Thanks to their contribution, the law has been passed. Next year the

organization will keep on lobbying. The goal: to get European legislation done as soon as possible (Jaarfairslag 2019).

### **Tony's Chocolonely and CSR**

"In addition to the problems of illegal child labor and modern slavery, there is more going on. With every bite of conventional chocolate, we slowly eat the tropical rainforest." (Jaarfairslag 2019). Tony's Chocolonely is, next to illegal child labour and modern slavery, aware of the climate impact its business has. Therefore, the organization undertakes various activities to reduce their CO2 emission.

Last year the company transported all their ocean freight on biofuel, 100% CO2 neutral. Via innovative partners, Tony's Chocolonely keeps its chocolate bars CO2-neutral. The brand can offset 100% of its sCO2 emissions in the chain from bean to bar. Tony's is also continuing to look for ways to reduce CO2 emissions in its chain (Jaarfairslag 2019).

In its Jaarfairslag (2019), Tony's Chocolonely explains they care for the environment and don't want to pollute it. But they also make a link between climate change and cocoa farmers in West Africa. Due to drought and unpredictable rain seasons, the farmers' harvests fail. That is their main reason for looking for ways to reduce CO2 emissions where possible. Where it is not yet possible, Tony's reduces its climate impact through partners such as Justdiggitt and GoodShipping (Jaarfairslag 2019).

### **Movement and activism**

Tony's Chocolonely makes statements in their Jaarfairslag (2019) which indicate the company wants to start a movement. Examples of these statements are as follows: "Making a movement together", "Serious Friends support our mission and are part of the movement we want to create", "Only together we make 100% slave free the norm".

As a customer, you can be a 'Serious Friend' from Tony's. Serious Friends support Tony's mission worldwide. The company provides them with the right resources to be part of the movement to make chocolate 100% slave free. As a Serious Friend you have many advantages, like being the first one to order limited editions of the chocolate bars online. In exchange, you tell Tony's story to all your friends, family and followers on social media to create awareness for the problem in the cocoa industry (tonyschocolonely.com).

Making activist statements on for example social media or in their commercials is called 'brand activism' (Kotler & Sarkar, 2017). Tony's Chocolonely's purpose is focuses on changing the chocolate industry, but it is snot necessarily focused on activism. However, in its Jaarfairslag (2019), you can read some political quotes: "Inequality is getting greater and greater, international politics are getting more and more populist with men like Trump, Putin, Johnson. And in the Netherlands Wilders and Baudet. Global measures to tackle climate change lack. The youth has to tell us that we really have to wake up and do something now (thank you Greta)."

Making such statements, the company positions itself as politically aware and politically opinionated. Political statements like this are not made through their marketing campaigns but are only to be found in the Jaarfairslag (2019).

Last year, the company created a Gay Bar to support the LGBTQ-community. In 2019 they did not create such a bar. In their Jaarfairslag (2019) they say the following about it: “With a Gay Bar alone, with no further explanation or actions, we may not be supportive enough for the LGBTQ community. And that’s why there was no Gay Bar in 2019. We are in discussion with the COC and are contacting Workplace Pride to be able to do more for the LGBTQ community next year. Because let this be clear: we really want to help improving the empowerment of the community.”

Making statements on gay rights tends to brand activism. However, Tony’s Chocolonely does not regularly share such activist statements with their customers. More about that in the second part of this case study.

### **Chocolonely Foundation**

Tony’s Chocolonely is a commercial company. The founders thought a commercial company would be more credible to convince the larger chocolate companies to also create 100% slave free chocolate bars instead of a foundation (Blom et al. 2015). “Tony’s Chocolonely first and foremost wants to make an impact as a private company. After all, we make and sell chocolate. We believe everything within the cocoa supply chain is the responsibility of our private company.” (tonyschocolonely.com). Compensating damage with a foundation does not solve deeply rooted causes for modern slavery and unfair pay. Therefore, structural solutions via a private company have to be made (tonyschocolonely.com).

However, there is a Chocolonely Foundation. The Chocolonely Foundation is an independent organization with an independent board that makes its own decisions. The Chocolonely Foundation shares Tony’s mission of 100% slave free chocolate industry. The Foundation supports Tony’s in its mission by focusing on activities that fall outside the cocoa supply chain (chocolonelyfoundation.org). The company Tony’s Chocolonely provides a fair cocoa price for the farmers, but the Chocolonely Foundation helps with small social loans for school fees for example. After all, the money that is earned with the autumn harvest is only paid in the autumn. So there is a risk here that the farmers will not have enough money in September to pay the school fees for their children. This is when the Chocolonely Foundation lends a helping hand. In this way, more stable farming communities with minimal risks are ensured (tonyschocolonely.com).

The Chocolonely Foundation follows three pillars: (1) stronger cocoa communities; (2) stimulating consumer awareness of inequality in the cocoa sector; and (3) encouraging other relevant players to take action (Jaarfairslag 2019). Every year, 1% of the turnover from Tony’s Chocolonely is donated to achieve the foundation’s objectives. The Chocolonely Foundation finances a total of 22 projects. These are some examples of projects the foundation funds:

- 100WEEKS is a project in Suhum, Ghana. 100 women receive 8 euros a week for 100 weeks to get out of extreme poverty. In addition to money, the women are also trained in entrepreneurship and financial management;
- Teaching at the Right Level is a project aimed at improving the reading and math skills of primary school students in Ivory Coast;



- Collaboration with the National Museum of World Cultures to raise awareness of modern slavery;
- By means of research and lobbying the aim is to inspire governments and companies to bring about a positive change in the chain (Jaarfairslag 2019).

The foundation does not accept every project. To qualify, projects must meet the following selection criteria:

- The project must directly contribute to the advancement of our mission and fall within one of our 3 pillars of action.
- The approach must be demonstrably effective and/or innovative.
- The results achieved by the project must be freely available.
- In the first pillar, we concentrate on Ghana and Ivory Coast. (Website foundation)

### **Organizational structure and management**

“Our vision of a 100% slave free chocolate sector can only be fulfilled if we have the best people who are 100% convinced that Tony’s can change this sector systematically and who are committed to making the best chocolate.” Henk-Jan Beltman, CCO Tony’s Chocolonely (Blom et al. 2015).

The organizational structure of Tony’s Chocolonely is simple and efficient, evolving around their three core activities: marketing, sales and operations (Blom et al.). The company has approximately 90 employees across the globe (tonyschocolonely.com). The 3 Choco Chiefs, as Tony’s Chocolonely calls them, are ultimately responsible. The 5 Tony’s Heads each have a functional domain under their responsibility. Together with the Chiefs, they form the leadership team. Tony’s Chocolonely has 3 Commissioners who advise and monitor the Choco Chiefs. In addition to a Supervisory Board, the company also has a Children’s Council. Group 8 of the Amsterdam primary school the Catamaran helps to advice the Team Tony’s (Jaarfairslag 2019).

Henk-Jan Beltman: “They are people who get things done, who find creative solutions, who are undaunted when things are not easy or straight forward, and who constantly look for and pursue new opportunities to achieve Tony’s vision.” (Blom et al. 2015).

*-Communication-*

### **Tony’s Marketing & Communication strategy**

The marketing from Tony’s Chocolonely is quite different than from other private companies. Tony’s uses a limited set of media for promotion to be cost-effective: sampling, online media and grassroots events. All promotion materials tell Tony’s story in a friendly and engaging way (Blom et al. 2015). Tony Chocolonely is positively overemphasizing its brand characteristics to deliver its message by creating content about the company’s values. The brand positions itself as a chocolate brand that is original, authentic and socially responsible in its core products. The company’s products are quickly consumed goods, the campaigns it create can therefore also be quickly consumed (Minderman 2016). We see this in the way Tony’s Chocolonely uses words, design and makes use of social media.

Since Tony's does not make use of television marketing or advertisement, the brand is marketed in a different way. The chocolate bars were purposefully located on the mainstream chocolate shelves instead of the shelf with other responsibly traded products. This way, all chocolate consumers would notice Tony's and have the choice to buy more responsibly. The chocolate bars are also sold at petrol stations and wholesale retailers and they were a prize on the national lottery. This way, a lot of people became familiar with the brand. (Blom et al. 2015).

In an interview, the brand tells Marketing Facts (2013) that the strength of the company is that in each piece of marketing content, they are explaining one central message: the motivation of their brand (Minderman 2016). How Tony's achieves this, will be explained in the following sections.

## Taglines

Tony's Choclonely has defined three principles that would guide the team to build a successful business that could serve as a role model for other chocolate companies:

- *Crazy about chocolate*: Tony's commits to making the most delicious chocolate without any bitter aftertaste.
- *Serious about people*: To Tony's, what matters most is people: Tony's team, farmers, consumers, customers and suppliers.
- *Raise the bar*: Tony's commits to continuously improving its business to stay at the forefront of responsible chocolate making (Blom et al.).

The taglines represent what Tony's stands for. You find these taglines in all the communications from Tony's, e.g. on the packaging, website and social media.



Image 1: Tony's slogan

## Design

Tony's Choclonely's design is one of their most outstanding features. The brand makes use of bright colours, large colour areas and a playful font. The first chocolate bar (milk) had a red wrapper, which is contradictory with other chocolate bars where red is always pure and blue is milk. But since red is the colour of warning and Tony's wanted to alarm the people of modern slavery, the red wrapper was chosen. Tony's is consistent in the use of their colours and font throughout all their campaigns. Thanks to this consistency, the brand is associated with the font and the combination of red and blue.

The wrapper from the flavours from the permanent collection have a one coloured background. The word 'Tony's' is large and coloured, the word 'Chocolonely' is white. On the right, there is a line that explains the flavour and in the left corner is a stamp. The stamp says: "together we make



chocolate 100% slave free" and "Tony's Chocolonely". In the middle there is a chain that is broken that represents slavery being ended. The Tony's Chocolonely limited editions look alike, but instead of a monocoloured background, the background is multicoloured and has a design.

Image 2: Tony's anti-slavery stamp

Image 3: Wrapper of a milk chocolate bar



Image 4: Permanent collection



Image 5: Limited edition chocolate bars

The design of the website is consistent with the design of the wrapper. The same colour red and the same colour blue from the wrapper of the milk chocolate bar are used in the background. Also the font is the same. Next to that, Tony's main colours are also the main colours of their physical store: a red floor and a blue wall.



Image 6: Frontpage of the website



Image 7: Tony's store in Amsterdam



The design of the chocolate itself is also a striking feature of the brand. Tony's created the 'unequally shaped bar' which is a chocolate bar that is not separated into pieces of equal size, but into unequal pieces (Minderman 2016). The unequal pieces represent the map of western Africa and refer to the inequality of the value chain in the chocolate industry. The main motive for making an unequally distributed bar, was to make consumers think about how their chocolate is made (Blom et al. 2015). Today, Tony's Chocolonely is famous because of its bars. Next to unequal blocks, the bar also has the Tony's stamp and the name of the brand engraved in the bar.

On inside of the wrapper, the story from Tony's Chocolonely is explained. Again, with the same colours and the same font as always. The chocolate bar is wrapped in gold aluminium packaging.



Image 8: Tony's Chocolonely chocolate bar



Image 9: Inside of the wrapper

### Tone of voice

Tony's Chocolonely has a remarkable tone of voice. The texts the brand writes are smoothly, easy to read, and contain a lot of colloquialisms. A great example is to start with their annual report. Instead of the Dutch word 'jaarverslag', they use 'jaarFAIRslag' to emphasize the need for a fair cocoa industry. Tony's makes use of amicable and casual language. These are some examples of statements the brand makes in their Dutch Jaarfairslag (2019):

“Stop je kop niet in ‘n berg cacaobonen”, “En zo vertellen we ons verhaal – in welke taal dan ook. In woord en beeld. Alleen samen maken we 100% slaafvrij de norm in chocolade. We gaan ervoor, jij en ik en jij.. en jij.. he wat gaaf. Jij ook?!” , “Laat de getallen maar knallen”, and “Chocofoon”

The page on the website of Tony’s Chocolonely where the employees are introduced, is also a good example of the tone of voice from Tony’s. All employees are presented as having a special function such as ‘The Choconator’, ‘Count Chocula’, ‘Spice Girl’ and ‘Choco Smile Supervisor’.



Image 10: Tony’s Chocolonely’s employees page

### Traditional media

Tony’s Chocolonely started of using a limited set of media for promotion to be cost-effective: sampling, online media and grassroots events. All promotion materials told the story in a friendly and engaging way (Blom et al. 2015). The brand did not make use of any traditional media, such as television commercials, radio commercials, and advertisement in magazines and newspaper for example. “We don’t do paid advertisement. We do focus on our owned and earned media. We were founded by journalists, so it is in our blood to want to seek publicity and to start the conversation.” (Pascal van Ham, Marketing facts). Last year, the brand stepped away from its faith and bought an ad. It was the way to call on the whole of the Netherlands to support the initiative law. Tony’s published an advertisement in the Saturday edition of Het Financieel dagblad. For this initiative law, the brand made an exception (Jaarfairslag 2019).

### Owned media

Though the brand does not do paid advertisement, it did create its own movie about the origin of the company: ‘TONY’. TONY tells how the journalists of the Keuringsdienst van Waarde found out ten years ago that things are really wrong in the cocoa industry. That child slaves work on the cocoa plantations in West Africa, that chocolate eaters are completely unaware of this and that

chocolate makers do not feel and take any responsibility for this. The journalists think it should be different. "TONY" tells the real story about social entrepreneurship, about changing an industry and solving a world problem, how difficult it is and that it takes time (tonyschocolonely.com).

Another form of their owned media is of course their social channels. Tony Chocolonely is currently active on four platforms: Facebook (119.299 followers), Instagram (65.900 followers), Twitter (15.900 followers), and LinkedIn (52.889 followers). Tony's Chocolonely post things on their social media accounts regularly. When posting something on one platform, most of the time the same message is posted on the other platforms too. The brand communicates on different categories in content: user-generated content (submitted, applicable content from fans), images, product introductions, product promotions, real-time marketing content, calendar content (e.g. Easter or Christmas for example), promotion of their offline events and news issues regarding their statements and mission. The most important element of their content marketing strategies is their brand mission statement: 'crazy about chocolate, serious about people' (Minderman 2016).

On social media, Tony Chocolonely uses video and images to communicate stories for 'the greater cause' and on their corporate social responsibility. They also use social content to support individuals and make audiences happier and more satisfied by using web care and responding to special requests with humour (Minderman 2016).



Image 11: Instagram post for Easter





Image 12: Instagram post with user-generated content



Image 13: Twitter post on their mission





Image 14: Instagram post on the Gay Pride Amsterdam



Image 15: Instagram post on product promotion



Image 16: LinkedIn post on Blue Monday



Image 17: Instagram post on its achievement

## **Marketing activities**

“Tony’s Chocolonely” needed to be an attractive brand to be successful: “The power of Tony’s brand is that our chocolate has a purpose. Tony’s tells a meaningful story. We want consumers to feel part of this purpose and to enjoy chocolate without any bitter aftertaste.” Henk-Jan Beltman (Blom et al. 2015). Tony’s Chocolonely undertakes different activities to stay in contact with their consumer, to make people aware of their purpose and to simply promote their chocolate bars.

One example is maintaining a friendbase by means of different activities. Tony’s Chocolonely has 19.835 Serious Friends worldwide. Serious Friends support Tony’s mission and are part of the movement it wants to create. Tony’s Chocolonely really wants to get to know them, inspire them, keep in touch with them and give them the means to make an impact together. Therefore they undertake various activities: Serious Friend boat trips where they remove plastic from the Amsterdam canals, Bring Your Serious Friend event in the Tropenmuseum in Amsterdam, organizing cocoa bicycle tours and having a Tony’s FAIR.

Another example of how Tony’s maintains strong ties with customers is through Tony Talks. Every last Friday of the month Tony’s Chocolonely shares its story with everyone who is interested. During these Tony’s Talks you are allowed to ask questions and you get detailed information on the way the brand pursues its purpose. On their website Tony’s says that “critical questions are appreciated!” (tonyschocolonely.com).

Next to that, Tony’s Chocolonely has a walk-in hour every month. For one hour you can ask all the questions you have about the brand. This is a great opportunity for Tony’s to get to know its chocolate fans and spread its purpose to make all chocolate 100% slave free worldwide. Everyone is welcome during Tony’s walk-in hour. People who are doing research or people who just have deep-seated questions that remain unanswered (tonyschocolonely.com). For children, Tony’s Chocolonely offers an online ‘presentation package’. It contains information on Tony’s mission and on how the chocolate is made (tonyschocolonely.com).

Next to all this, Tony’s also has other activities to promote their chocolate bar and their mission: e.g. mega pop-up stores, digital expositions, Instagram challenge, and a U.S. highway tour with its chocotruck (Jaarfairstag 2019).

## **Case Study: The Flower Farm**

*-Purpose-*

### **The origin of The Flower Farm**

Mid 2019, Marcel van Wing founded The Flower Farm; a palm free margarine brand with a mission: To help save our rain forests that are being destroyed for the production of palm oil (theflowerfarm.nl). Since august, products of The Flower Farm are being sold in almost all supermarkets in the Netherlands (Marketingtribune<sup>1</sup> 2019).

Marcel van Wing began his company after living in Indonesia and seeing the rainforest getting destroyed. On the website he says the following thing

about it: “I lived in Indonesia for four years. I have seen the rainforest in the places where the forest has now become a plantation. This experience makes my motivation to do something extra big. I try to bring the solution of this major problem back to a relatively simple principle. This goes as follows: if we use less palm oil, the demand for palm oil will decrease. If the demand for palm oil decreases, fewer plantations will have to be placed. The rainforest is regularly felled for plantations. So, when we consume less palm oil, less rainforest is cut down. It can be that simple. That is why we make margarine at The Flower Farm, replacing the palm oil with an alternative that is certainly not deforesting because it comes from a completely different source: shea butter. It is important to me personally that I can tell my children that I have done something about deforestation. I hope that future generations can still enjoy the power of the rainforest.” (theflowerfarm.nl).

### **The Flower Farm’s purpose**

Marcel Van Wing wants to contribute to the conservation of the rainforest. In ordinary margarine there is 30 to 40% palm oil. This makes margarine one of the largest buyers of palm oil. To produce palm oil, a lot of trees in the rainforest are getting cut down, or even worse, torched to make way for oil palm plantations. 169 trees are destroyed every second, 7.5 billion every year. For example, over 100 million hectares of rainforest have been destroyed in the past 12 years. Currently, 60% of the rainforest in Indonesia and Malaysia has already disappeared. This is the end for the animals and plants that live in the rainforest. Not only for animals, also for humans. The rainforest is necessary for the balance of the earth (theflowerfarm.nl).

Palm oil is often associated with deforestation. That can be largely justified, because 81% of all palm oil is produced in a non-sustainable way. This palm oil is responsible for one of the biggest deforestation dramas in the world (theflowerfarm.nl).

The Flower Farm margarine uses sheabutter, a sustainable alternative to palm oil. Shea butter is a vegetable oil that comes from the nuts of the shea tree, so the tree does not have to be cut down. The margarine is made as you can make it at home: no preservatives, 100% vegan and only with natural ingredients. Flower Farm has the same price as regular margarine. Although shea butter is much more expensive than palm oil, The Flower Farm wants everyone to be able to easily choose palm oil-free margarine as a replacement for ordinary margarine. Therefore, the price is equal to that of the margarine you buy now (Marketingtribune<sup>1</sup> 2019).

### **The Flower Farm and CSR**

The Flower Farm is a member of the Global Shea Alliance. That is a non-profit organization that is committed to the sustainability of shea (theflowerfarm.nl). The vision of the Global Shea Alliance is to be the premier platform to satisfy the strategic interests and practical needs of its members, shea stakeholders - large and small - worldwide. Its mission is to design, develop, and deliver strategies that drive a competitive and sustainable shea industry worldwide and to improve the livelihoods of rural African women and their communities (globalshea.com).

The Flower Farm also supports the initiatives of Orangutan Rescue, a Dutch non-profit organization with a team that is committed to relocating endangered orangutans to a safe piece of rainforest ([theflowerfarm.nl](http://theflowerfarm.nl)). Orangutan Rescue protects the orangutan and its habitat in close cooperation with the local population. The organization has three concrete objectives: (1) The reception and care of orangutans. They do this in the Sintang Orangutan Center. (2) Preparing orangutans for their expulsion in the Tembak Lestari training forest. (3) The expulsion of orangutans in the wild. ([www.orangutanrescue.nl](http://www.orangutanrescue.nl))

### **Management and organization**

Marcel van Wing and Erik Bras are the founders of The Flower Farm. To save the rainforest they create margarine with shea butter instead of palm oil. The choice for shea butter is expensive. Since production is “labor intensive”. According to Van Wing, the market is still small, the costs for making The Flower Farm margarine is eight times higher than that of regular margarines. For a ton of shea butter, Van Wing claims to have a cost of more than 4,000 euros, while a ton of palm oil costs only around 500 euros (Sprout 2019).

As mentioned before, the sales price of The Flower Farm is not higher than that of competitors. In order not to let the sales price explode, the entrepreneurs are losing out on their margins, which Van Wing estimates are “10 to 20 percent” lower than regular peers. “Our business case remains healthy, because we don’t have the same profit targets as the big boys.” (Sprout 2019).

Van Wing states by his earlier exit “not having to work anymore”. Bras and he have therefore invested “quite a few tons” in this startup. They therefore have all shares in their own hands. Van Wing cannot yet say whether they will continue bootstrapping or ultimately venture capital. According to him, it depends on which “growth opportunities” could still arise for The Flower Farm in the future. In an interview with Sprout (2019), Marcel van Wing says the following: “We do not have financial targets as a starting point. We do this because we want to change the industry. I don’t want to have to explain to my kids one day that I knew about the massive deforestation, but didn’t do anything about it. ”

### *-Communication-*

#### **The Flower Farm’s marketing and communication strategy**

The Flower Farm deliberately does not opt for eco-supermarkets Marqt and Ecoplaza as sales locations, because according to him you only attract a niche audience. The Flower Farm is located in all mainstream supermarkets. Van Wing lists: the Albert Heijn, Plus, Coop, the Jumbo, Deka, Deen and the digital shelves of Picnic (Sprout 2019).

#### **Taglines**

The Flower Farm started off with the following motto: ‘Eat plants, not palm please.’ But the sector organization, European Palm Oil Alliance, (viewed by



palm oil activists as "the palm oil lobby"), filed a complaint with the Advertising Code Commission. In summary, the complaint: The Flower Farm misleads the consumer by putting "Eat plants, not palm" on the packaging and by saying that palm oil destroys tropical rainforest. After a lawsuit, the brand changed its tagline to: "Eat plants free of palm", but still has the same mission (Adformatie 2019).

## Design

The design of the margarine is one that is outstanding in the shelves because of the black packaging. The design is clearly inspired by the flower power theme and "make love, not war". It is cheerful with little colourful flowers all over and clearly angry given the black packaging. The ingredients of the margarine are on the back as a recipe. This breaks all common conventions: simple, clear and transparent. This packaging is a powerful statement, first of all through the use of the black colour in the margarine shelf. The design is cool, rebellious, cheerful and hippy. The barn has the name of the company in it and the sky is filled with colourful stripes. The sunflower next to the barn is laughing friendly.



Image 1: Packaging



Image 2: The recipe of the margarine on the back of the packaging

### Tone of voice

The tone of voice from The Flower Farm is understandable, yet serious. The company is very transparent as well in their recipe as in their business operation. “When we started making The Flower Farm margarine, we wanted to do it as honestly as possible. That’s why we make it the way you can make it at home. We first mix sunflower oil, shea butter, water, lemon juice and carrot juice, then add a pinch of sea salt. To make it bind properly, we add a vegetable, natural emulsifier (You could replace that with an egg yolk. But then it is no longer vegan.). Finally, we add vitamins A and D. Margarine can be that simple.” (theflowerfarm.nl).

### Traditional media

Mid-august, The Flower Farm started selling their products and launched a national television campaign (Marketingtribune<sup>1</sup> 2019). Due to a lawsuit, the brand had to adjust its tagline and because of this, the commercial was removed from the television and cannot be found for further investigation.

### Owned media

The Flower Farm is currently active on three social media platforms: Facebook (2.737 followers), Instagram (584 followers), and Twitter (52 followers). Despite the brand not having an enormous followers base, The Flower Farm post things on its social media accounts on a regular basis. The brand communicates on different categories in content: user-generated content (submitted content from fans), images, product introductions,

recipes and news issues regarding their statements and mission. The most important element of their content marketing strategies is their brand mission statement: 'eat plants, free of palm'.

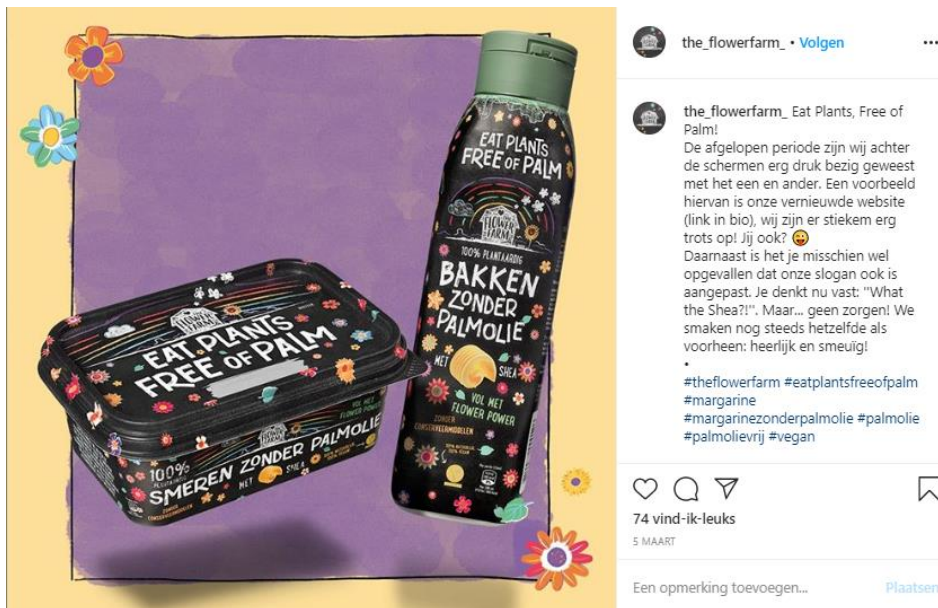


Image 3: Instagram post on its products and slogan

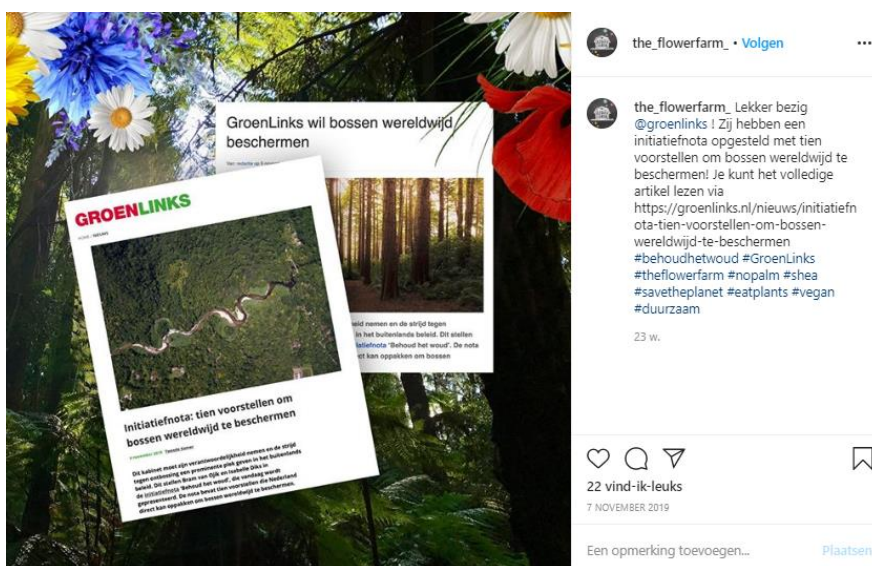


Image 4: Instagram post supporting a political party





Image 5: Instagram post on a recipe

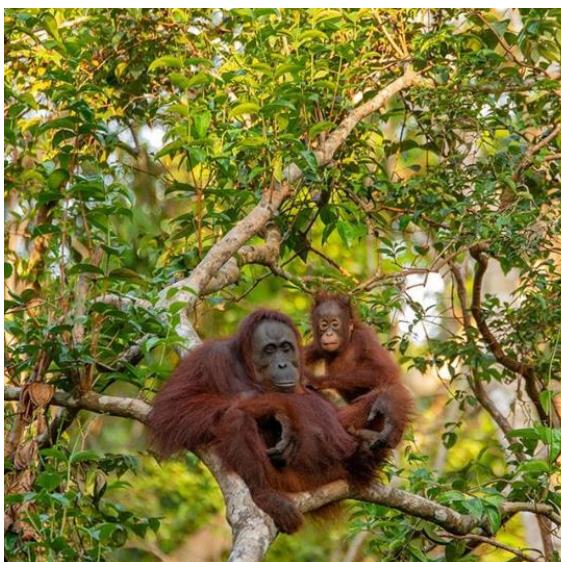
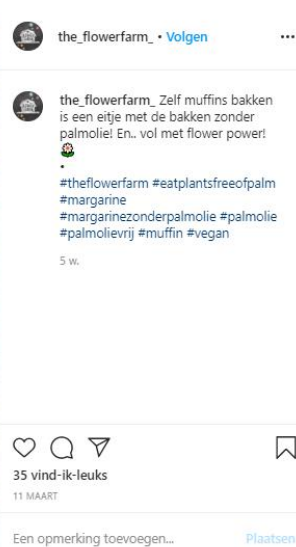


Image 6: Instagram post regarding a CSR activity



Image 7: Instagram post on The Flower Farm's mission





The Flower Farm | palmolievrije margarine  
@the\_flowerfarm\_



What the shea??!

Wist je dat palmolie wordt gebruikt in meer dan 50% van alle producten in de supermarkt?

•

#theflowerfarm #margarine #palmolie #shea #vegan

Translate Tweet



Image 8: Twitter post on the mission



The Flower Farm

7 april om 11:51 · 🌐



The Flower Farm 🌸 is genomineerd voor een FoodAward.  
Een super mooi compliment en hier zijn wij heel blij mee!  
Stem je ook op ons? <https://www.foodaward.nl/>



👍 15

3 keer gedeeld

Image 9: Facebook post on achievement

# Case Study: Nike

*-Purpose-*

## **The origin of Nike**

In January 1964, Nike was founded by track athlete Phil Knight and his coach Bill Bowerman to create high quality running shoes for athletes. The company's original name was Blue Ribbon Sports and it initially operated as a distributor for Japanese shoemaker Onitsuka Tiger. In 1966 Blue Ribbon Sports opened its first retail store in California. From there, it expanded also in different regions in the East Coast. In 1971, the relationship of Blue Ribbon Sports and Onitsuka Tiger was ended, so Blue Ribbon Sports started to create its own line of footwear. The brand developed a trademark: the Swoosh and putted in on every shoe they made. The new Nike brand was born. (Buttho et al. 2016)

The new Nike brand generated about two million dollars in revenue in its first year of distribution (Flynn 2015). Within two years, Nike had made itself the leading brand in U.S. athletic market and covered half of its market share (Buttho et al. 2016). It was able to endorse its first prominent athletes, tennis players Jimmy Connors and Nastase. Nike started to expand its visibility. By the year 1980, Nike was already offering more than three million common shares to the public and revenues had surpassed \$269 million. (Flynn 2015) Today, Nike products are available throughout the whole world (Buttho et al. 2016).

Nike's goal is to be the most innovative and popular brand on the market. Therefore the brand invests heavily in research and development and endorsing the most famous faces around the world. At the heart of Nike's growth strategy is the idea of innovation. Nike is extremely dedicated towards innovation since the day it was founded. Each technological breakthrough has led to the development of new business relationships and models, which helps the company prepare for future innovation. In 2013 Nike was chosen the number one most innovative company in the world (Flynn 2015).

## **Nike's purpose**

Nike has a clear and strong purpose: to unite the world through sport to help create a healthy planet, active communities and an equal playing field for all. We do that by building creative and diverse global teams, making a positive impact in the communities where we live and work, and by making products responsibly and more sustainably. Nike also has a clear and strong brand mission of course related to its brand purpose: 'To bring inspiration and innovation to every athlete in the world' If you have a body, you are an athlete.' (Nike Impact report 2019).

Nike wants to unite the world through sport to help create a healthy planet, active communities, and an equal playing field for all. To do this, the brand must clearly understand the most pressing issues confronting its

stakeholders, the global community, and our industry. (Nike Impact report 2019)

“Today, that’s why we’re thinking even bigger than delivering inspiration and innovation for athletes. To best serve future generations, we’re also bringing the best of NIKE to respond to some of the most pressing challenges of our time. NIKE’s purpose is to unite the world through sport to create a healthy planet, active communities and an equal playing field for all. These are more than aspirations – they are foundational priorities that shape decisions across every aspect of our business. If there is no planet, there is no sport. It is this understanding that drives the urgency of our commitment to sustainability and impact.” John Donahoe, CEO. (Nike Impact Report 2019).

### **Nike and CSR**

With Nike being one of the biggest companies in the world, the brand undertakes a lot of corporate social responsibility projects and activities. In its Impact Report (2019) the brand emphasizes to be active on three aspects: “Unleash human potential”, “Transform manufacturing”, and Minimize environmental footprint”. For this case study, I divided Nike’s categories in “Employees”, “Community”, and “Environment”.

Nike’s approach to employee and business growth is fuelled by the belief that diversity – in all its forms – unlocks innovation. The brand wants to build a creative and inclusive culture, where all voices are welcomed and heard. Through different strategies and tactics, Nike creates a healthy pipeline and community of diverse talent to help lead the company into the future. In 2019, Nike increased its representation of women at the VP-level by 3 percentage points (p.p.) and U.S. URG by 2 p.p. (Nike Impact Report 2019).

Nike claims to remain deeply committed to fostering a culture and workplace where employees have a meaningful work experience, feel valued and supported, and have the right tools and resources to be successful. Nike says this is critical to both personal achievement and business success. Nike for example provides comprehensive, competitive, and equitable pay and benefits for its employees (Nike Impact Report 2019).

Nike’s goal is to support a culture in which everyone feels included and empowered – and is rewarded for the success we create as a team. As its global business evolves, NIKE aims to provide safe, hygienic, and healthy workplaces across our value chain, both in our own facilities and in those operated by suppliers. It does this by adopting and refining safety systems and rules, through education and training, and by fostering a safety culture (Nike Impact Report 2019).

NIKE specifically and directly forbids the use of child labor in facilities contracted to make our products. NIKE’s Code of Conduct requires that workers be at least 16 years of age, or past the national legal age of compulsory schooling and minimum working age, whichever is higher. The requirements also specify that workers between the ages of 16 and 18 cannot hold positions that may be hazardous, such as working with chemicals or heavy machinery, nor can they work at night. Our Code of Conduct age requirements exceed those of the ILO. (Nike Impact Report 2019).

Nike undertakes a lot of activities to compensate CO2 emissions and help the environment, because “If there is no planet, there is no sport.”. Nike’s goal is to reach 100% renewable energy in owned or operated facilities by the end of FY25 and encourage broader adoption as part of our effort to control absolute emissions. Nike is working with expert researchers at the Climate Impact Lab to show the connection between a stable climate and athletic performance and the future of our playing field: planet Earth. (Nike Impact Report 2019)

Currently, Nike has started and been a leader of sustainable innovation. This means creating performance products that are not only the most technologically advanced, but are made with materials that are renewable and recyclable. According to Nike’s yearly sustainability reports, it has been able to continue reducing its amount of carbon emissions year after year, are pursuing greener chemicals with materials suppliers and contracted factories, as well as developing ColorDry and Flyknit technology. In 2013, Nike opened up a water-free dyeing facility which featured its ColorDry high-end equipment that eliminates the use of water and chemicals in its fabric dyeing (Nike.com, 2014). This innovation was so successful that it has now been implemented in almost all of Nike’s contracted factories around the world. Nike had another goal of creating a form of material that would be more durable, yet lighter, to make its running shoes. As a result, Nike’s Flyknit yarn technology was invented, which uses significantly less material for a 20% lighter, high-performing shoe that feels like a sock on top of the sole of a shoe (Flynn 2015).

Nike started a lot of programs to help the environment. The Nike Grind program, for example, collects excess materials with recoverable value from its supply chain. The program recycles and repurposes these materials into innovative products designed with athletes in mind. Another program is the Reuse-A-Shoe project. This is sneaker recycling program that collects end-of-life footwear from consumers and transforms them into a type of Nike Grind. Reuse-A-Shoe makes it easy for consumers to recycle their worn-out sneakers. Since launching Reuse-A-Shoe and Nike Grind, more than 30 million pairs of shoes have been recycled. This is enough material to circumnavigate the planet more than five times. (Nike Impact Report 2019).

Next to this, Nike is reducing its overall energy usage dramatically through several programs. The brand commits its employees to work aggressively to reduce waste. The company reached a 20% reduction in freshwater use in textile dyeing and it works everyday to make its distribution centres more energy efficient. (Nike Impact Report 2019).

Nike also wants to create community impact. The brand prioritizes bringing play and sport to communities around the world. And that’s a more pressing need today than ever before because the world is moving less and today’s kids are among the least active ever. Nike invests 1.5% of its pre-tax income to drive positive impact in our communities. NIKE is focused on getting and keeping more kids active by removing barriers to play and sport, particularly for girls, training more youth coaches, and supporting environments that promote physical activity like active schools. In FY19, 17 million kids got active with the help of NIKE and its more than 90 community partners around the world. Together with our partners, we have also reached



nearly 100,000 community coaches who help kids enjoy play and sport. The company inspires a majority of NIKE employees to engage with their communities, and support their giving of expertise, time, and money. (Nike Impact Report 2019).

### **Movement and activism**

In 2018, Nike named Colin Kaepernick, the controversial former quarterback for the San Francisco 49ers, as the face of the 30th-anniversary “Just Do It” advertising campaign. Kaepernick is the football player who in 2016 “took a knee” to protest racial injustice when the U.S. national anthem played before the start of the team’s football games. Kaepernick not only faced public invective for his choice, but also ultimately lost his career when he wasn’t re-signed to an NFL team as a free agent. Adding nuance to Nike’s decision is the fact that Kaepernick is currently suing the NFL, a Nike partner, for collusion. Nike counted the cost of political activism and decided to stand for an important cause. The brand hopes its political activism will help shape public opinion and potentially lead to lasting change, while simultaneously cementing their reputations as moral leaders and change agents. In addition, the companies hope to develop stronger ties with employees and customers, who are increasingly politically active themselves and expect the same of the brands they buy. (Forbes 2018).

### **Nike Foundation**

The Nike Foundation in 2004 began investing in adolescent girls as powerful agents of change in the developing world. Funded by Nike, Inc., the Foundation leverages the brand’s drive for innovation and positive change, and its ability to inspire both. The foundation believes that when girls receive support and realize opportunity for their futures, they can become an unexpected and powerful force in transforming their families, communities and the world. Nike Foundation works to get girls on the international agenda and drive resources to them. It believes the best way to do that is to prove that investment in her unleashes the girl effect. The Foundation intends to find and support best programs for girls, including new or innovative ideas which need to be tested and developed. Nike Foundation’s support covers programs focused on the basic needs of girls such as safety, health and education. It also looks at supporting the community which influence the choices and options for a girl. Microfinance and entrepreneurship can be important means to make girls economically sustainable. (Devex.com)

The Nike Foundation has invested more than \$200 million in programs and research supporting adolescent girls through Girl Effect since 2004. Girl Effect was first launched with other organizations as a movement based on the premise that the most effective way to break the cycle of global poverty is to improve the lives of adolescent girls, and in 2015 evolved into an independent global non-profit organization by the same name. Using a deep understanding of girls’ needs and expertise in behaviour change science, Girl Effect works to inspire and equip girls to navigate adolescence and make choices about their health, education, and economic future. The NIKE

Foundation's commitment continues – in partnership with NIKE, the two organizations contributed over \$12 million to Girl Effect in FY19. (Nike Impact Report 2019)

Girl Effect is an independent creative non-profit working from nine global locations and active in over 50 countries. Through its work, a girl can start to express herself, value herself, and build the relationships she needs. In tangible, measurable ways. When she has the widespread belief and support of others, and when there are millions of girls like her, these changes become a new normal. Where she can seek out the things she needs – from vaccination to education to economic opportunity. (girleffect.org).

### **Organizational structure and management**

The Corporate Responsibility, Sustainability and Governance (CRS&G) Committee of Nike's Board of Directors sets the tone and pace for sustainability within Nike's business strategy. The Committee is responsible for reviewing Nike's significant strategies, activities, and policies regarding sustainability, contract manufacturer labour practices, community impact, and charitable activities, among other duties. The Purpose Committee directs and oversees the end-to-end integration of Nike's work in diversity and inclusion, community, labour, and environmental impact. It challenges our business to better understand our social and sustainability impacts, to set ambitious targets for improvement, and overcome obstacles in achieving progress, and helps to shape Nike's evolving approach to transparency. (Nike Impact Report 2019)

### *-Communication-*

#### **Nike's Marketing & Communication strategy**

Nike has strong marketing and communication strategies. Nike uses Commercials, celebrities or billboards as ways to make its target customer aware about its offers. The brand uses as well as printed advertisement as television commercials as online platforms to promote its products. What is striking is that Nike advertisement never shows the price (Buttho et al. 2016).

One of Nike's targeting techniques include product sponsorship by many different types of professional athletic teams, college sports teams, as well as celebrity athletes. This is where Nike has really gained a major competitive advantage over other companies in its industry. The portfolio of teams and athletes that endorse Nike is extremely long and all are considered to be at the top of their respective sports. That list starts with Michael Jordan and includes athletes such as LeBron James, Tiger Woods, Lance Armstrong, Derek Jeter and Cristiano Ronaldo; teams include the Universities of North Carolina/Alabama, the National Football League (NFL), and soccer giant Manchester United Football Club. Now Nike by no means invented this strategy, but the company made it famous and has shown it be extremely successful (Flynn 2015).

## Taglines

Nike invests a lot of money into its advertising campaigns. Nike believes that this heavy investment will increase the breadth and quantity of an audience. For example, the “Just Do It” campaign is arguably the industry’s greatest advertising slogan of all time and has continued to fuel sales even today. (Flynn 2015)

## Design

The Nike swoosh is widely considered the most iconic logo in the business world and revolutionized the way that the corporation has been able to market its products. (Flynn 2015). In its advertisement, Nike makes use of high quality images and does a lot with the black and white filter.

## Traditional media

Nike invests a lot in television commercials. These commercials are focused on famous sportspeople and on its slogan: ‘If you have a body, you are an athlete.’

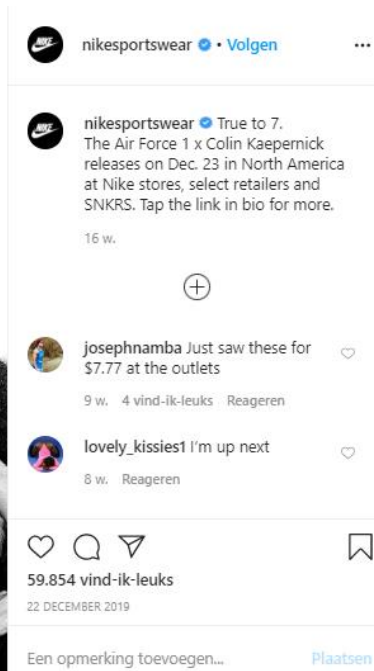
## Owned media

On social media, Nike is currently active on four platforms: Facebook (34.455.372 followers), Instagram (108.000.000 followers), Twitter (8.100.000 followers), and LinkedIn (3.290.459 followers). Nike has an enormous reach and therefore makes active use of its social media platforms. Nike most of the time communicates product promotions, marketing content and posts regarding its statements, purpose and mission. What is striking is that Nike almost always post an activist message with their commercial images.

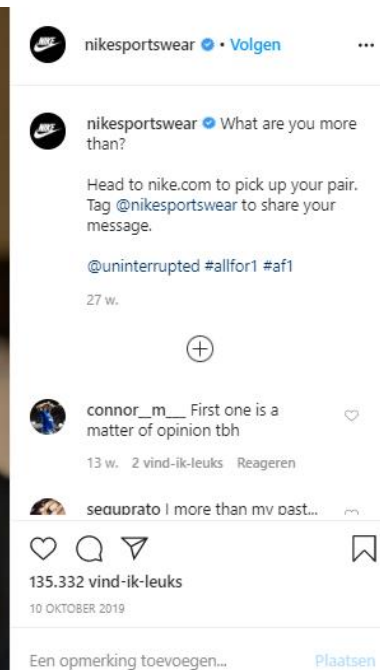


Image 1: Instagram post on its products and on women's empowerment





**Image 2: Instagram post on product promotion (with Colin Kaepernick as model of the campagne)**



**Image 3: Instagram post on product and diversity**



Image 4: Instagram post on LGBTQIA inclusiveness



Image 5: Instagram post on LGBTQIA inclusiveness



**Image 6: LinkedIn post on achievements in sustainability**

## Case study: Patagonia

*-Purpose-*

### **The origin of Patagonia**

Patagonia, a for-profit American company that mainly sells clothes for outdoors' sports, has been introducing practices to reduce the environmental footprint of its operations since its foundation. The company is identified by several as a pioneer in corporate environmentalism. The brand was founded by Yvon Chouinard in 1973 as a small, private owned company that produced clothes and equipment for climbers. Yvon Chouinard half of the year worked as a blacksmith to produce climbing gear and the other half of the year he climbed mountains. Even though climbing continues to take an important place in the heart of the business, Patagonia diversified its business scope, starting selling garment for other outdoor sports such as skiing, snowboarding and surfing, and even started to operate in different categories such as food (Ventura 2016).

As Patagonia grew, Chouinard became more aware of the environmental impact of his company's activities. The company started to find ways to decrease the company's environmental footprint. This has led to the introduction of green supply chain management in the company, meaning, the integration of environmental concerns in the different steps of the supply chain, including, product design, supplier selection, manufacturing processes, communication of the products to consumers, among others. The company introduced environmental concerns in many daily activities, from the selection of raw materials to the analysis of what consumers do with the products after its use (Ventura 2016).

Even though being a for-profit organization, Patagonia's business model is completely different from the others. The company does not give primacy to profits over other important values such as trying to find solutions for the current environmental crisis. Nonetheless, profit and growth are still two important objectives (Ventura 2016).

Patagonia's headquarters are located in California and the current CEO is Rose Macario. Today, the company has grown and has a worldwide presence, with retail stores in North America, Europe, South America, Japan and other Asian countries. Unlike its competitors, Patagonia sells their products mainly through their own retail stores at a premium price, avoiding discount retailers to sell it at a lower price in the end of the season (Ventura 2016).

Patagonia's culture has been shaped by the values of its founder. 4 core values describe Patagonia's business: Quality, Integrity, Environmentalism and Innovation. These are translated into the production of simple, useful, high quality products with low environmental impact, not following fashionable trends. Still today, more than forty years after the company's foundation, the core values that shape the business remain unchanged. As aforementioned, these values also include a strong concern with the environment, what can be attested simply by looking at the company's mission statement: "to build the best product, cause no unnecessary harm, and use business to inspire and implement solutions to the environmental crisis" (Ventura 2016).

### **Patagonia's purpose**

As mentioned before, Patagonia has a clear mission: "to build the best product, cause no unnecessary harm, and use business to inspire and implement solutions to the environmental crisis" (Ventura 2016). Patagonia has staked its entire reputation on being a brand that lives its purpose – from its products and company culture all the way to its support of more than 1,000 grassroots environmental organisations around the world (Rogers 2018).

Patagonia's values reflect those of a business started by a band of climbers and surfers, and the minimalist style they promoted. Patagonia's criteria for the best product rests on function, repairability, and, foremost, durability. Among the most direct ways the company can limit ecological impacts is with goods that last for generations or can be recycled so the materials in them remain in use. Making the best product matters for saving the planet. The brand knows that its business activity—from lighting stores to dyeing shirts—is part of the problem. Patagonia works steadily to change our

business practices and share what it has learned. But the company recognizes that this is not enough. It seeks not only to do less harm, but more good (Patagonia.com).

Since 1985, the outdoor wear brand has donated 1% of sales to the preservation and restoration of natural environments, awarding more than of \$89m to causes. Then in 2002 Patagonia founder Yvon Chouinard established the non-profit corporation '1% for the Planet', an alliance of businesses that donate 1% of their total annual sales to grassroots environmental groups (Rogers 2018).

Patagonia decided to reduce the number of factories in its supply chain by one third. This measure was meant to increase the internal communication between the different factories and the headquarters in order to ensure that the environmental policies were being applied everywhere. Besides, when choosing which factories will produce the company's products, Patagonia assesses their environmental and social performance to ensure that it is up to the company's standards (Ventura 2016).

In 2006, the company started to use recycled polyester and organic cotton in the production process. The introduction of these materials had positive environmental impacts since, for example, 20 000 liters of water per kilogram of cotton used were saved. Additionally, Patagonia decided to reduce the number of factories in its supply chain by one third. This measure was meant to increase the internal communication between the different factories and the headquarters in order to ensure that the environmental policies were being applied everywhere. Besides, when choosing which factories will produce the company's products, Patagonia assesses their environmental and social performance to ensure that it is up to the company's standards (Ventura 2016).

In 2007, Patagonia launched the "Footprint Chronicles" website to bring transparency into their supply chain. This platform allows consumers to learn more about the company's products. The company discloses information about the farms where the raw materials are collected from as well as the factories where the products are produced. Hence, this increases consumers trust on the company claims (Ventura 2016).

More recently, Patagonia has strengthened the communication of environmental concerns to its consumers through highly innovative green marketing campaigns. In 2011, the company launched the "Worn Wear" program where it encouraged consumers to return all their used products for recycling. Besides, through this program, Patagonia offers free repair to the clothes and equipment damaged with a lifetime guarantee. If the product has no possibility to be repaired, the company recycles its materials in the production of new products. Patagonia has also closed a partnership with eBay, to convince consumers to sell their used products online rather than throwing them away, and started even to sell used merchandise at its own stores. Also in 2011, the company has released a very innovative green marketing campaign, denominated "Do not buy this jacket" which tries to discourage consumers to buy new products, unless they have an absolute need for it (Ventura 2016).

Unafraid to take a stand against mass consumerism, Patagonia famously rejected the global discounting event Black Friday in 2016 by donating 100% of sales on the day to environmental organisations. Patagonia's next mission is

to connect its customers directly with NGOs through a new digital platform called Patagonia Action Works. It aims to offer a way for consumers to engage with grassroots organisations either by donating money, volunteering their skilled labour or joining events, protests or marches (Rogers 2018).

### **Movement and activism**

Patagonia considers itself to be an activist brand. “We’re Part of a Movement for Change From supporting youth fighting against oil drilling to suing the president, we take action on the most pressing environmental issues facing our world.” (Patagonia.com).

The brand connects individuals with Patagonia grantees, to take action on the most pressing issues facing the world today. Via its platform ‘Patagonia Action Works’, the brand helps you discover events, petitions and skilled volunteering opportunities in your backyard and donate money to local causes. It offers you the opportunity to be part of the movement and do good for the world (Patagonia.com).

### **Organizational structure and management**

Patagonia has more than 1 350 employees (Welch, 2013), the majority of which hired through informal networks such as friends, relatives, colleagues, etc. The objective is to have employees that are consumers of the product, meaning people that enjoy spending as much time as possible outside with nature. Due to these ideals, Chouinard has introduced in the 17 company’s daily routine, a “Let my People Go Surfing” time, where during a period of any work day, employees can go outdoors and practice any activity of their choice. For these reasons, the company does not rely on the most common hiring methods such as advertisements in journals, job fairs or headhunters. Instead, the company accepts taking the risk of hiring people that fit its internal values, but do not have outstanding qualifications (Ventura, 2016).

*-Communication-*

### **Patagonia’s Marketing & Communication strategy**

Patagonia does not do a lot of advertising, aside from campaigns aimed at its core climbing, skiing and surfing communities or when it has a wider supply chain innovation to communicate, such as around fair trade sourcing. Marketing within Patagonia is focused on “building a movement” based on the values it shares with its communities, a connection that cannot be achieved through traditional above-the-line advertising. It’s community building and the brand is very much focused on doing that socially online, physically in the real world and it invests as little as it can in paying to talk about what we do and what the brand stands for. (Rogers 2018)

### **Taglines**

Instead of having specific tagline, the company makes use of different campaigns. Right now, the campaign ‘Damnation’ is running about the importance of rivers.



## Design

The design of Patagonia's clothes is very minimalistic. The clothes most of the time have a basic earth colour and no fuss. The design of the website is focused on nature and outdoor sports.

## Owned media

Patagonia makes use of its owned media channels to connect with its customers and fellow activists. They do not make extensive use of traditional media. Once in a while they buy space in for example the New York Times. Patagonia is currently active on four platforms: Facebook (1.674.224 followers), Instagram (4.400.000 followers), Twitter (458.400 followers), and LinkedIn (408.469 followers). The brand posts things on its social media accounts regularly. Patagonia communicates on different categories in content: content focused on outdoor sports and content focused on climate activism. What is striking, is that Patagonia never promotes its own products.

Social media post on outdoor sports:



Social posts on climate projects the brand is supportive of







**The fight for a fishable future requires commitment and a true love of wild fish and wild waters.**

patagonia • Volgen

patagonia Wild steelhead have been an obsession for @patagonia\_flyfish ambassador Jeff Hickman (@fishtheswing) since he was 13 years old. In Oregon, where Jeff is a guide and river steward for the Native Fish Society, wild steelhead are in trouble. Irresponsible logging practices, hatcheries, and a changing climate have conspired to place wild fish in peril.

In our feature "It's All Home Water: Oregon Steelhead," we witness how Jeff's commitment and willingness to strive for access, inclusion, and protection are giving Oregon's wild steelhead a fighting chance. Read the story through the link in bio.

18.676 vind-ik-leuks  
4 DAGEN GELEDEN

Een opmerking toevoegen... Plaatsen




**Patagonia** @patagonia · Mar 8

The fight for protection of Tasmania's ancient trees continues to escalate as the state government attempts to prohibit activists from conducting nonviolent protest actions in the forests. Help raise funds for the campaign to protect takayna here: [pat.ag/SaveTakaynatw](https://pat.ag/SaveTakaynatw)



1 49 180




**Patagonia**

22 april om 20:00 · ·

The Balkan Peninsula is home to some of the last wild rivers in Europe and yet they are under threat from more than 3000 proposed hydropower developments which would destroy not only vast areas of previously untouched natural habitat, but also the region's many and varied cultures.

Blue Heart documents the battle the save the largest undammed river in Europe, Albania's Vjosa, the efforts to protect the endangered Balkan lynx in Macedonia, and the women of Kruščica, Bosnia and... [Meer weergeven](#)



Kijk samen met vrienden of met een groep Starten

195 83 opmerkingen 117 keer gedeeld 7,5 d. weergaven

## Anti-Trump social posts



## Appendix 3: Social media analysis

# Social Media Posts

## Purpose Marketing Strategies

This document contains social media posts from the following brands:

- Tony's Choclonely
- The Flower Farm
- Nike
- Patagonia
- Seepje
- Dopper
- Saye
- Ben & Jerry's
- ASN Bank
- Green Choice
- MudJeans
- De Vegetarische Slager

This document contains the following purpose marketing strategies:

- Emphasizing the accomplishments of the company
- Showing political opinion
- Highlight the things that are 'wrong' in the world
- Explain what the company does for the world
- Sharing its goals for the future
- Calling on consumers to do good

These purpose marketing strategies can be categorized as follows:

- Emphasizing what the company does for the world
- Pointing out what consumers can do for the world
- Highlight what we can all do together for the world

## Emphasizing the accomplishments of the company







**seepje\_official** • Volgen

**seepje\_official** Schip ahoy! Onze schillen zullen voortaan op basis van duurzame biobrandstoffen van de Himalaya naar Nederland komen. We werken samen met The GoodShipping Program, die fossiele, zware stookolie vervangen door een duurzame biobrandstof gemaakt van rest- en afvalstromen!

We zijn heel trots dat het transport van de schillen vanaf nu CO2-neutraal is. Iedere dag een beetje beter! Meer lezen over deze mooie stap: [seepje.nl/duurzaam-transport](https://seepje.nl/duurzaam-transport)

#schipahoy #rechtdoorzee #hopatee  
#linkinbio #co2neutraal  
#emissieneutraal #stapjevooruit  
#goodshipping #aanbiederreeld #trats

364 vind-ik-leuks  
28 FEBRUARI 2019

Een opmerking toevoegen... Plaatsen



**greenchoicenl** • Volgen  
Greenchoice

**greenchoicenl** Wat was 2019 een prachtjaar! Nóg meer groene voorlopers. Nóg meer groene energie. Met veel samenwerkingen vanuit een groen én sociaal hart. Bekijk onze hoogtepunten van het afgelopen jaar via de link in de bio! #groenbezig #inclusiviteit #greenchoice #voorlopers #samengroen #duurzaamheid

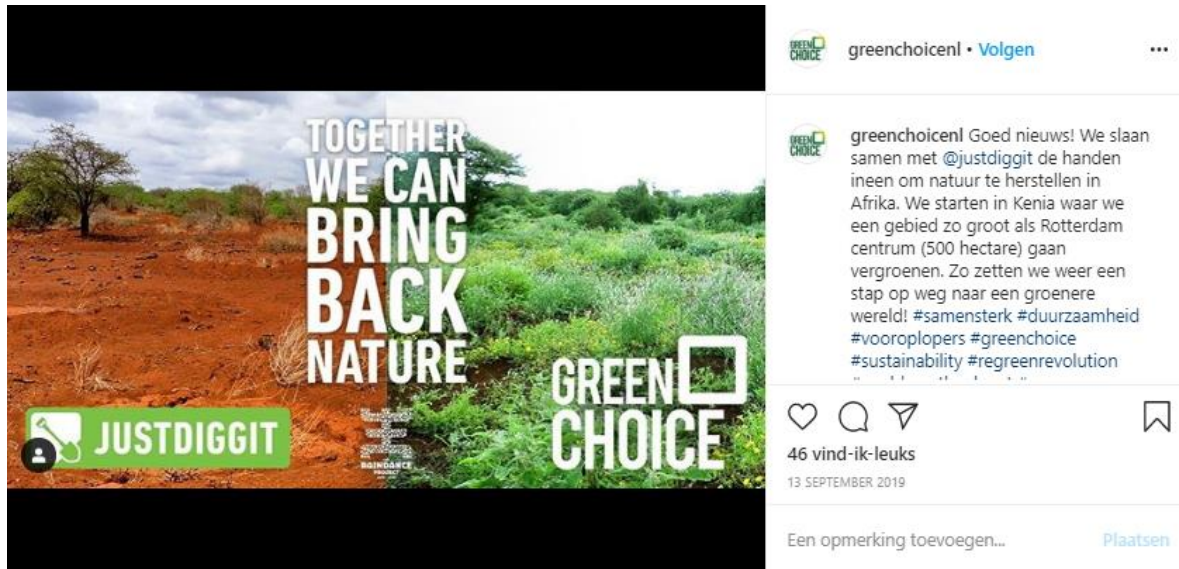
16 w.

**wimtimmermans** Goed 2020 gewenst  
16 w. 1 vind-ik-leuk Reageren

**vost1421** Goed bezig!

2.116 vind-ik-leuks  
30 DECEMBER 2019

Een opmerking toevoegen... Plaatsen



# 100% CO2 FOOTPRINT COMPENSATED



tonyschocolonely\_nl • Volgen



tonyschocolonely\_nl • 't Afgelopen cacaojaar, oktober '18 tot september '19, hebben we ons tot doel gesteld om 100% koolstof-neutraal te zijn. En raad es.. in de pocket! Hoewel onze missie altijd onze focus heeft, ervaren de boeren met wie we samenwerken de klimaatverandering uit eerste hand. Dus, we verminderen onze uitstoot waar mogelijk en waar niet compenseren we met behulp van @justdigg.it, met landherstelprojecten, en @goodshippingprogram, door onze zeevracht groen te verschepen op biobrandstof. Lees meer in hoofdstuk 3 van ons jaarFAIRslag, link in bio!

#tonyschocolonely #impact  
#jaarFAIRslag #goodshipping



445 vind-ik-leuks

23 DECEMBER 2019

Een opmerking toevoegen...

Plaatsen



## Showing political opinion



**Patagonia** @patagonia · Apr 11

"While our nation reels from the coronavirus pandemic, the Trump administration is accelerating a harmful agenda - rollbacks that dismantle critical health and environmental protections, and that will surely deepen the climate crisis." - Avi Garbow

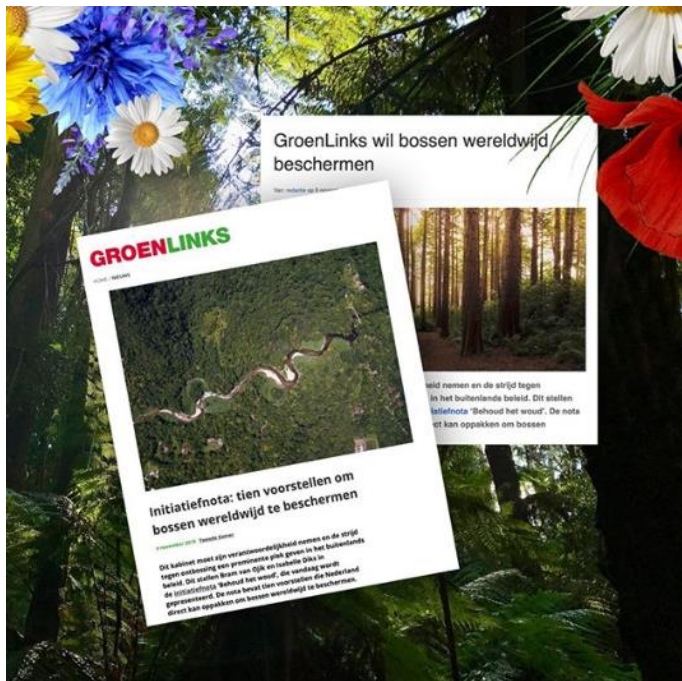


Trump administration is rushing to gut environmental protections  
Avi Garbow writes that for no reason beyond greed, while our nation reels from the coronavirus pandemic, the Trump administration is ...  
[cnn.com](#)

11

76

254



the\_flowerfarm\_ · Volgen



the\_flowerfarm\_ Lekker bezig @groenlinks ! Zij hebben een initiatiefnota opgesteld met tien voorstellen om bossen wereldwijd te beschermen! Je kunt het volledige artikel lezen via <https://groenlinks.nl/nieuws/initiatiefnota-tien-voorstellen-om-bossen-wereldwijd-te-beschermen> #behoudhetwoud #GroenLinks #theflowerfarm #nopalm #shea #savetheplanet #eatplants #vegan #duurzaam

23 w.



22 vind-ik-leuks

7 NOVEMBER 2019

Een opmerking toevoegen...

[Plaatsen](#)



benjerrysnl • Volgen

benjerrysnl • Het is vandaag de International Transgender Day of Visibility. Lees via link in bio waarom wij dat belangrijk vinden! #oneworld #allflavours #inclusion #lets melt barriers #everyone counts

3 w.

romy\_vuitton @marinadejeij

3 w. 2 vind-ik-leuks Reageren

Antwoorden weergeven (1)

184 vind-ik-leuks

31 MAART

Een opmerking toevoegen... Plaatsen



benjerrysnl • Volgen

benjerrysnl • We zetten ons al jaren in voor gelijkheid, LHBTQIA-rechten, klimaatrechtvaardigheid en de rechten van vluchtelingen. Tot op de dag van vandaag betekent dit dat we ons uitspreken als onze waarden bedreigd worden. Together we resist. Samen staan we op voor waar we in geloven. Link in bio! #PecanResist #westandup #equality #justice #benjerrys

77 w.

jvene98 🙌🙌🙌🙌🙌

76 w. Reageren

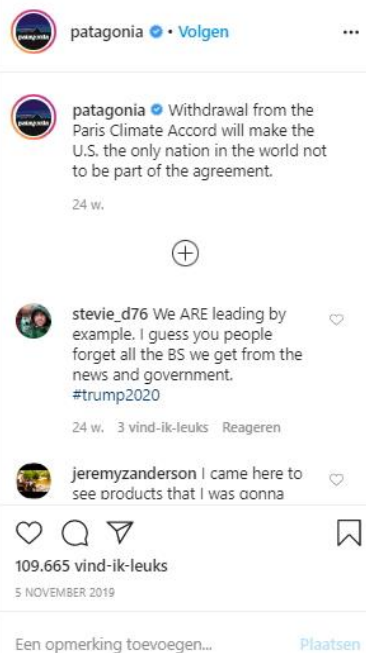
310 vind-ik-leuks

30 OKTOBER 2018

Een opmerking toevoegen... Plaatsen

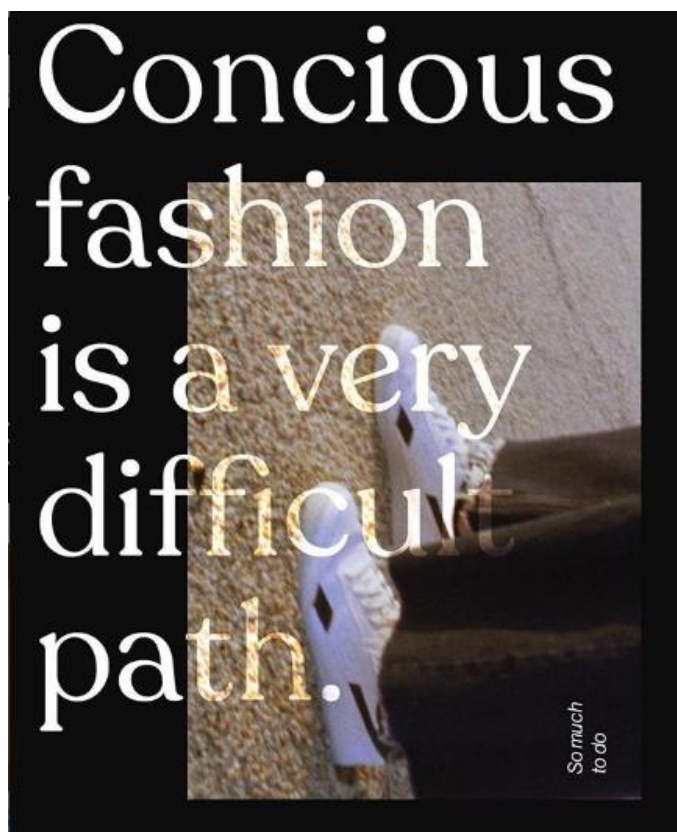
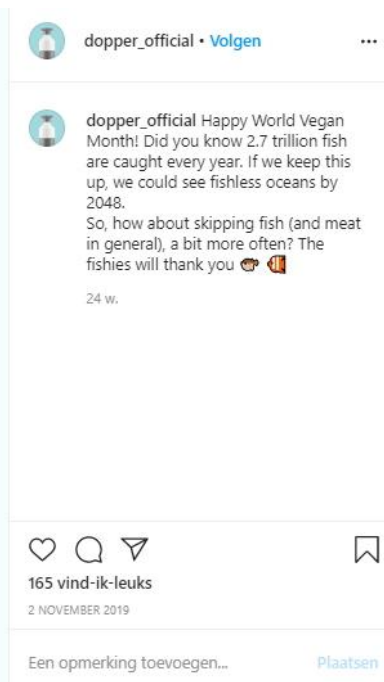
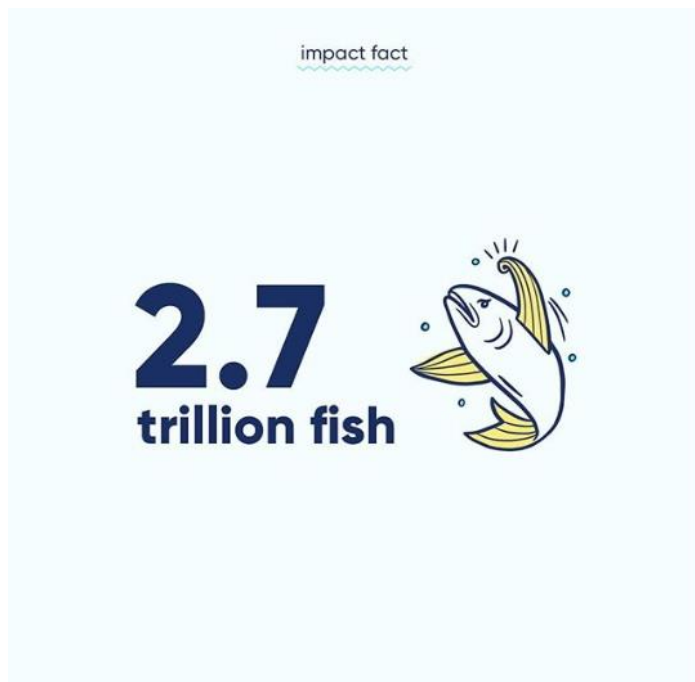
**Withdrawal from the Paris Climate Accord will make the U.S. the only nation in the world not to be part of the agreement. There is no confusion: Climate denial and inaction is putting our health, prosperity and communities at risk. Fortunately, the formal withdrawal from the Paris Accord cannot become effective until November 4, 2020 - one day after the next Presidential election, when we must seize the opportunity to lead by example.**

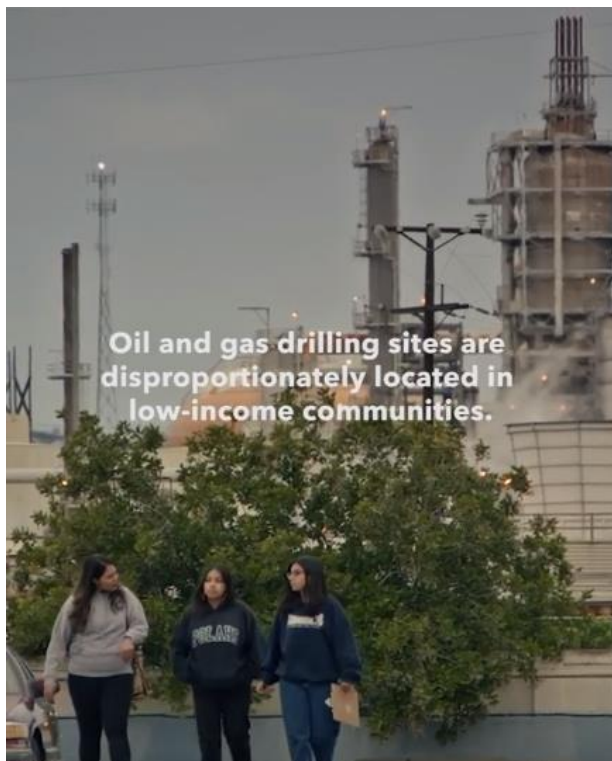
- Rose Marcario, President and CEO of Patagonia





Highlight the things that are 'wrong' in the world





patagonia • Volgen

patagonia • Oil and gas drilling sites across the United States are disproportionately located in communities of color and low-income communities. Los Angeles is an example of this very injustice. Stand with Angelenos demanding a 2,500-foot buffer between families and urban oil drilling. Check out the link in our bio to add your voice.

7 w.

ray\_\_day @cyn39 that brand that we kept seeing in frisco

6 w. Reageren

114.377 weergaven

2 MAART

Een opmerking toevoegen... Plaatsen



benjerrysnl • Volgen

benjerrysnl • "Ons huis staat in brand", zei Greta Thunberg. Steun samen met ons de jonge leiders, die vandaag wereldwijd online actie ondernemen. Sluit jij je aan? Lees meer via link in bio! #earthday #climatejustice

2 d.

kiran\_stb Ziet er lekker uit

2 d. 2 vind-ik-leuks Reageren

227 vind-ik-leuks

2 DAGEN GELEDEN

Een opmerking toevoegen... Plaatsen



asnbank • Volgen

asnbank Plastic.. het is bijna niet meer weg te denken uit ons leven.

Maar hoe tackelen we het plastic probleem dan? Wij vroegen het onze klanten! En heel gaaf... Meer dan 30.000 klanten reageerden. Maar liefst 53% scheidt plastic afval. En 12% raapt plastic afval op! 30% probeert zero waste te shoppen. Goed bezig dus 🍌.

Hoe help jij het plasticprobleem op te lossen?

#plastic #asnbank #fluitjevaneencent #actnow #ditiszo2030 #plasticvervuiling #statiegeld #plasticverpakking #zwerfafval #hergebruik #recyclina

75 vind-ik-leuks

4 DECEMBER 2019

Een opmerking toevoegen...

Plaatsen



asnbank • Volgen

asnbank "Orkanen, bosbranden, droogtes: de wereld schiet tekort in aanpak klimaat" kopte Trouw gisteren.

Wat blijkt; de plannen van vier jaar geleden in Parijs zijn niet gehaald. Driekwart van de beloftes die landen sindsdien hebben gedaan, schiet ruim tekort om de opwarming van de aarde beperkt te houden. En de nieuwe klimaatconferentie in Madrid staat voor de deur.

Een denktank concludeert in het dinsdag verschenen rapport 'De waarheid achter klimaatbeloftes' dat de wereld sinds Parijs niets is opgeschoten.

Dat is natuurlijk niet de bedoeling. De bedoeling is dat we elkaar allemaal

54 vind-ik-leuks

8 NOVEMBER 2019

Een opmerking toevoegen...

Plaatsen





asnbank • Volgen



asnbank Bioplastic is een verwarrende term. In de praktijk wordt hij gebruikt voor twee verschillende zaken, namelijk: plastic van (deels) biologische grondstoffen en bioafbreekbare plastics. . Plastic dat wordt gemaakt van biologische grondstoffen zijn niet altijd biologisch afbreekbaar. Maar plastic dat biologisch afbreekbaar is kan weer worden gemaakt van fossiele grondstoffen. . Een goed alternatief is er dus niet, maar minder plastic gebruiken is sowieso goed. Op dit moment produceren we namelijk jaarlijks zo'n 22 kilo aan plastic verpakkingsafval per persoon. Dat zijn bijna 1.000 halve literflesjes!!

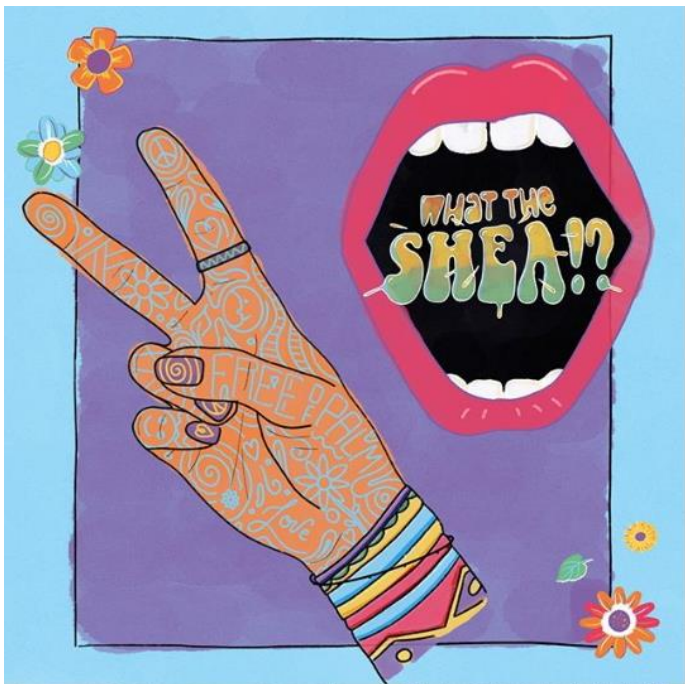


59 vind-ik-leuks

25 SEPTEMBER 2019

Een opmerking toevoegen...

Plaatsen



the\_flowerfarm\_ • Volgen



the\_flowerfarm\_ What the shea??!!  
Wist je dat palmolie wordt gebruikt in meer dan 50% van alle producten in de supermarkt?  
.  
#theflowerfarm #margarine #palmolie #shea #vegan

1 w.



25 vind-ik-leuks

15 APRIL

Een opmerking toevoegen...

Plaatsen





patagonia • Volgen

...



patagonia • Industrial farming practices have ravaged and reduced the planet's topsoil. Unbroken Ground explores four areas of agriculture that aim to change our relationship to the land and oceans—highlighting the critical role food will play in our efforts to solve the environmental crisis.

Watch the film through the link in bio.



208.670 weergaven

15 UUR GELEDEN

Een opmerking toevoegen...

Plaatsen



tonyschocolonely\_nl • Volgen

...



tonyschocolonely\_nl • Armoede is één van de grondoorzaken van alle misstanden in de cacao-industrie. De gemiddelde cacao-boer verdient minder dan 'n leefbaar inkomen. West-Afrikaanse boerinnen verdienen zelfs nóg minder. Lees d'r alles over via de link in onze bio! #seriousaboutpeople #impact #tonyschocolonely



598 vind-ik-leuks

9 MAART

Een opmerking toevoegen...

Plaatsen

Explain what the company does for the world



the\_flowerfarm\_ • Volgen

the\_flowerfarm\_ Een alternatief voor palmolie? Shea boter! Goed voor de natuur en beter voor de mens. Shea boter heeft veel goede eigenschappen: zo is het 100% plantaardig en heeft het een goede vetsamenstelling. Ook maakt het de margarine ook lekker van smaak. Maar het belangrijkste argument waarom shea boter de perfecte basis is voor onze margarine, is dat er niet voor wordt ontbost. Voor de shea boom hoeven namelijk geen plantages te worden aangelegd.

#theflowerfarm #eatplantsfreeofpalm #shea #palmolie #palmolievrij #vegan

4 w.

35 vind-ik-leuks  
13 MAART

Een opmerking toevoegen... Plaatsen



dopper\_official • Volgen

dopper\_official Support for water projects in Nepal is in your hands. Ever since the very first Dopper was sold, we have been donating to the Simavi water projects in Nepal. And we are part of the WASH programme. By installing water points and toilets, tens of thousands of Nepalese people now have better access to drinking water and sanitary facilities. We also collaborate with local partner Sebac and extended our waterproject to more districts. Let's make it crystal clear: we're just getting started!

32 w.


moanasix 31 w. 1 vind-ik-leuk Reageren


175 vind-ik-leuks  
13 SEPTEMBER 2019

Een opmerking toevoegen... Plaatsen







sayebrand • [Volgen](#)
...


sayebrand 🌱🌱


As you may know, in SAYE we've been funding the regeneration of forests around the world since our company was born in March 2018. This is our way to give back to NATURE and to the COMMUNITY. 🧑🧑

2 w.


mariaguerin 🙏🙏🙏





1 w. 1 vind-ik-leuk Reageren

— Antwoorden weergeven (1)


choose\_app 😄😄

1 w. 1 vind-ik-leuk Reageren

Antwoorden weergeven (1)




357 vind-ik-leuks


10 APRIL

Een opmerking toevoegen... [Plaatsen](#)




asnbank • [Volgen](#)
...


asnbank

Wij maken, als duurzame bank, het verschil! 🌱

Als duurzame bank werken we precies hetzelfde als andere banken. Maar er is één groot verschil. Wij verlenen namelijk alleen kredieten aan projecten die voldoen aan ons duurzaamheidsbeleid. Ook beleggen we alleen in obligaties van landen en organisaties die hieraan voldoen.

Wat is dat duurzaamheidsbeleid dan? Kort gezegd komt het hierop neer: We hebben drie duurzaamheidspijlers: #mensenrechten, #klimaat en #biodiversiteit. Op die gebieden hebben we vastgesteld hoe de duurzame toekomst eruit moet zien en vervolgens waar het nodig is en




59 vind-ik-leuks


16 DECEMBER 2019

Een opmerking toevoegen... [Plaatsen](#)



greenchoicentl • Volgen  
Kibale National Park



greenchoicentl Omdat onze klanten niet allemaal direct van het aardgas af kunnen, compenseren we de CO<sub>2</sub>-uitstoot van het gebruik ervan door het beschermen van bestaande bossen, het herstellen van beschadigd bos en het aanplanten van nieuw bos.

Bomen nemen tijdens hun groei CO<sub>2</sub> op uit de atmosfeer en dragen daardoor bij aan de vertraging van klimaatverandering. De CO<sub>2</sub> die



39 vind-ik-leuks

23 JANUARI

Een opmerking toevoegen...

Plaatsen



mudjeans • Volgen



mudjeans Today is World Water Day. With our jeans you save 92% water compared to industry standards. This is how: our jeans factory recycles 95% of its water through a process called reverse osmosis & we try to avoid traditional washing methods and use laser, ozone and foam dyeing techniques instead. We will soon publish our Sustainability Report with many more details.

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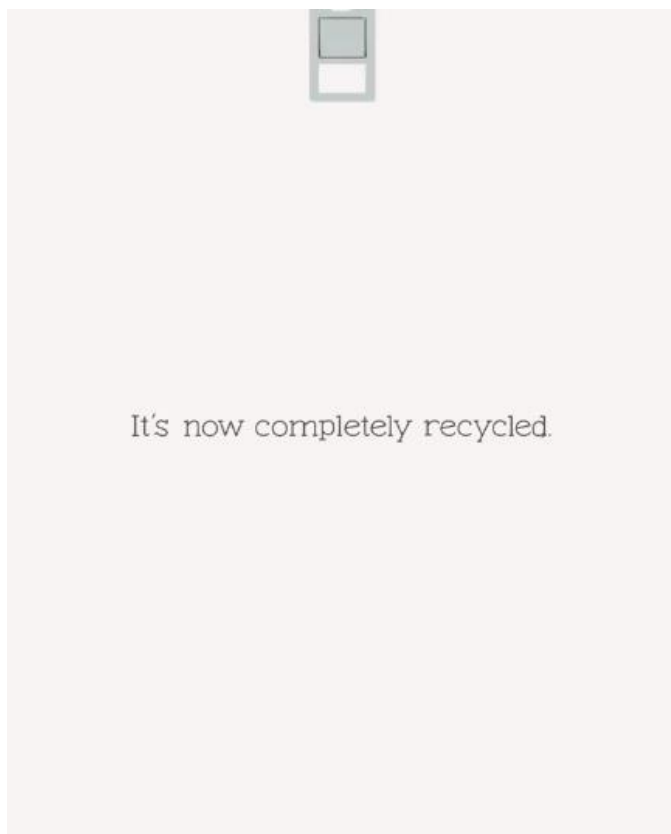


223 vind-ik-leuks

22 MAART

Een opmerking toevoegen...

Plaatsen



patagonia • Volgen



patagonia Everything but the teeth in our Better Sweaters are made from recycled materials. (We're working on it.)

22 w.



chruskelly Everything but the 🦷!



22 w. Reageren



dominqueeee Wow that's awesome!



22 w. Reageren



distant.cairn @Patagonia you are



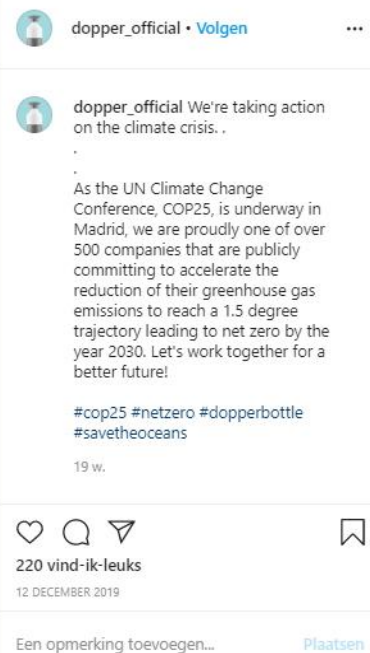
154.220 weergaven

20 NOVEMBER 2019

Een opmerking toevoegen...

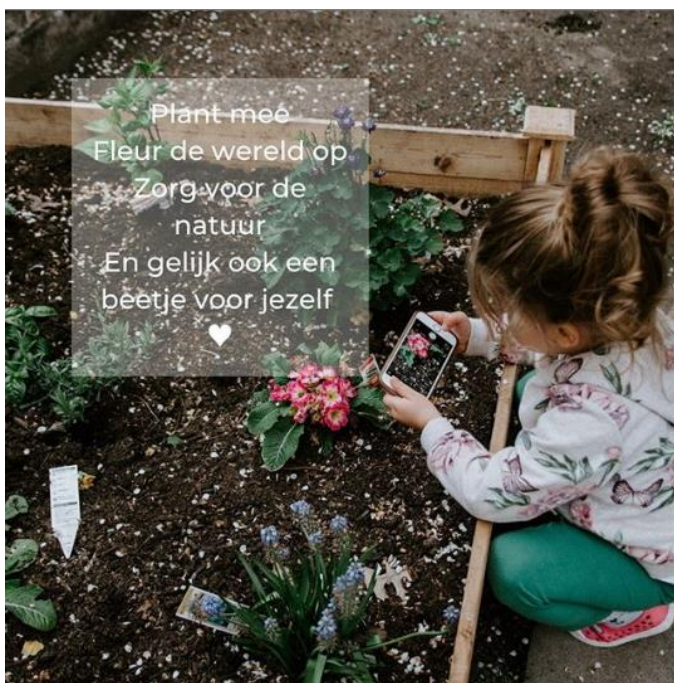
Plaatsen

## Sharing its goals for the future





## Calling on consumers to do good







greenchoicenl • Volgen

greenchoicenl Geen klimaatspijbelars, maar klimaatwandelaars. We wensen alle lopers van de #Klimaatmars vandaag veel succes! #klimaatbeleid #concreteafspraken

58 w.

cindyvanrees Yesss!

58 w. Reageren



54 vind-ik-leuks

10 MAART 2019

Een opmerking toevoegen...

Plaatsen



Instead of running in circles  
try closing the loop.

mudjeans • Volgen

mudjeans Circularity starts with our daily choices. Pro tip: start with a circular pair of jeans.

60 w.

mudjeans #sustainability #recycling #slowfashion #denim #circular #circulareconomy #mudjeans #jeans #vegan#sustainable #essentials #recycleddenim #sustainablefashion

60 w. Reageren

mudjeans #sustainability #recycling #slowfashion #denim #circular #circulareconomy #mudjeans #jeans



381 vind-ik-leuks

28 FEBRUARI 2019

Een opmerking toevoegen...

Plaatsen

## Appendix 4: Survey Design

# Survey Design

Romy Buursink

S2038358

### Introduction

Thank you for taking the time to participate in this study.

This survey is part of my master's thesis. The answers are processed anonymously and the results are only analyzed by me. The questionnaire can be left at any time. It will take approximately 5 minutes to complete.

### Information on the brand

When Ria and Angela found out that European bathrooms together are responsible for 75,000 kilos of plastic waste per year, they thought one thing: "This has to be changed!". That is why they developed the "HairHair" brand. With the shampoos from HairHair you wash your hair without worrying about the environment. The packaging of the "HairHair" shampoos are made from recycled material and are 100% biodegradable. Made from natural ingredients such as coconut oil and aloe vera that make your hair silky soft and provide a wonderfully fresh feeling. Beautifully groomed hair and good for the environment!

You will now see multiple Instagram posts from HairHair.  
Take a good look at these before answering the questions.

OR

The "HairHair" brand is one of the most used shampoo brands worldwide. HairHair has been cleaning the hair of millions of people since 1955. Recently, the brand launched a new line of shampoos that are not harmful to the environment. The packaging is made from recycled material and is 100% biodegradable. The shampoos contain ingredients such as coconut oil and aloe vera that make your hair silky soft and provide a wonderfully fresh feeling. Beautifully groomed hair and good for the environment!

You will now see multiple Instagram posts from HairHair.  
Take a good look at these before answering the questions.

## Instagramposts (we)



### Translations:

- 1: "We are working on a world without disposable plastic" "Our shampoo contributes to a cleaner environment: the packaging is 100% biodegradable!"
- 2: "Our shampoo contains 0% chemical ingredients and is 100% natural" "The ingredients in our shampoo are not harmful to the environment and ensure perfectly cared for hair"
- 3: "Your hair deserves only the best" "experience the intense softness and wonderful scent of our natural shampoos. What is your favorite?"

## Instagramposts (you)



### Translations:

- 1: "Go for a world without disposable plastic" "A better world starts with you. Choose 100% biodegradable packaging!"

- 2: "Avoid chemical ingredients and opt for 100% natural" "Stop using harmful ingredients: better for the environment and for you hair!"
- 3: "Your hair deserves only the best" "experience the intense softness and wonderful scent of our natural shampoos. What is your favorite?"

## Instagramposts (together)



### Translations:

- 1: "Together we create a world without disposable plastic" "Only together we achieve a greener world, are you in?"
- 2: "Choosing together for 0% chemical and 100% natural? Yes!" "Together we ensure a better environment by avoiding harmful ingredients (pssst: also better for your hair)!"
- 3: "Your hair deserves only the best" "experience the intense softness and wonderful scent of our natural shampoos. What is your favorite"

## Statements

On a likert scale of 5 (strongly disagree to strongly agree)

### Attitude towards instagram post (after every Instagram post):

- This Instagram post gives me a positive impression of the HairHair brand
- I like this Instagram post
- I would like this Instagram post
- This Instagram post gives me a good idea of what the brand stands for
- This Instagram post fits the brand

### Purchase interest:

- I am interested in the products that HairHair offers
- I would like more information about the brand
- I would like to learn more about the products that HairHair offers

### Attitude to brand:

- I have a positive impression of the HairHair brand
- The HairHair brand appeals to me
- I find the HairHair brand attractive

*Credibility:*

- *I believe in Hairhair's environmentally conscious intentions*
- *I believe this product tries to contribute to a better environment*
- *I doubt the sincerity of this brand's green claims*

*Environmental awareness Consumer:*

- *I am an environmentally conscious person*
- *I study environmental issues*
- *I often choose products that are good for the environment*
- *Responsible environmental management is important to me*

*Relationship with shampoo:*

- *I regularly use shampoo*
- *I think shampoo is an important product for my physical care*
- *I don't care which shampoo I use*

*Environmental awareness brand:*

- *HairHair is an environmentally friendly brand*
- *HairHair contributes to a better environment*
- *HairHair products are harmful to the environment*

*Demographic questions:*

- *Age*
- *Sex*
- *Highest degree*

**Ending**

Thank you very much for completing this survey. The data has been stored and will be processed confidentially. For more information about this research, you can send me an email: [r.buursink@student.utwente.nl](mailto:r.buursink@student.utwente.nl)

Have a nice day and best regards,

Romy Buursink

## Appendix 5: Tables

**Table: Factor analysis attitude Instagramposts**  
**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
S1Q3e - Deze Instagrampost past bij het merk	,846		
S1Q3a - Deze Instagrampost geeft mij een positieve indruk van het merk HairHair	,846		
S1Q3d - Deze Instagrampost geeft mij een goed beeld van waar het merk voor staat	,845		
S1Q3b - Ik vind deze Instagrampost leuk	,606		
S1Q2e - Deze Instagrampost past bij het merk		,805	
S1Q2d - Deze Instagrampost geeft mij een goed beeld van waar het merk voor staat		,802	
S1Q2a - Deze Instagrampost geeft mij een positieve indruk van het merk HairHair		,795	
S1Q2b - Ik vind deze Instagrampost leuk		,716	
S1Q1d - Deze Instagrampost geeft mij een goed beeld van waar het merk voor staat			,730
S1Q1e - Deze Instagrampost past bij het merk			,722
S1Q1b - Ik vind deze Instagrampost leuk			,703
S1Q1a - Deze Instagrampost geeft mij een positieve indruk van het merk HairHair			,690

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 5 iterations.

**Table: Factor analysis dependent variables**

<b>Rotated Component Matrix<sup>a</sup></b>					
	Component				
	1	2	3	4	5
S1Q4j - HairHair is een milieuvriendelijk merk	,805				
S1Q4k - HairHair draagt bij aan een beter milieu	,800				
S1Q4h - Ik geloof dat dit product probeert bij te dragen aan een beter milieu	,766				
S1Q4g - Ik geloof in de milieubewuste intenties van Hairhair	,724				
S1Q4i - Ik twijfel aan de oprechtheid van de groene claims van dit merk	-,710				
S1Q4l - De producten van HairHair zijn schadelijk voor het milieu	-,681				
S1Q4c - Ik zou meer te weten willen komen over de producten die HairHair aanbiedt		,859			
S1Q4b - Ik zou graag meer informatie over het merk willen hebben		,851			
S1Q4a - Ik heb interesse in de producten die HairHair aanbiedt		,833			
S1Q4e - Het merk HairHair spreekt mij aan		,809			
S1Q4f - Ik vind het merk HairHair aantrekkelijk		,680			
S1Q5a - Ik ben een milieubewust persoon			,816		
S1Q5d - Verantwoord omgaan met het milieu is voor mij belangrijk			,808		
S1Q5b - Ik verdiep mij in milieuvraagstukken			,804		



S1Q5c - Ik kies vaak voor producten die goed zijn voor het milieu			,787		
S1Q5e - Ik gebruik regelmatig shampoo				,907	
S1Q5f - Ik vind shampoo een belangrijk product voor mijn lichamelijke verzorging				,907	
S1Q5g - Het maakt mij niet uit welke shampoo ik gebruik					,624
S1Q4d - Ik heb een positieve indruk van het merk HairHair					,592

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 6 iterations.