School of Economics and Management – Department of Business Administration

MSc in Globalization, Brands and Consumption

Mistrust in CSR

The trust issues consumers face when companies communicate
their CSR activities in social media

- Master Thesis-

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Declaration of Authorship

We hereby declare that this thesis is our own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been acknowledged.

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Abstract

Corporate Social Responsibility (CSR) requires an organisation to be responsible for "the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development" (ISO Central Secretariat, 2011, p. 26). Companies are voluntarily starting to implement CSR due to understanding the social need or wanting to improve their corporate image. The Internet facilitates the availability and accessibility of information for consumers, hence it is perceived as the most transparent communication channel of modern times. Due to this transparency, consumers are exposed to an unsolicited amount of information and have access to information regarding CSR scandals. As a consequence, consumers turn to social media, which gives them the opportunity to voice and exchange opinions. However, this transparency can have an impact on trust issues for the consumer, which then can affect trustworthiness within CSR-related campaigns, especially towards companies in the food industry, where scandals are particularly high. The aim of this research is to explore these trust issues within CSR communication in social media. The implications of this study are aimed to help marketing managers, who want to take an honest approach to CSR. Through this approach, marketing manages are able to find a way to gain consumer trust. To gain an understanding of this problem, an inductive approach was chosen comprising of a qualitative analysis based on 14 semi-structured interviews with German consumers. The main findings imply that consumers do not trust CSR projects when there is no relation between the company and its CSR project and there is a lack of proof that the project exists. When communicating CSR in social media, companies need to educate the consumer about CSR, pursue honest communication, and react to criticism.

Key Words: Trust Issues, German Consumers, Food Industry, CSR, Social Media

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Glossary of Terms and Abbreviations

Corporate Social Responsibility (CSR):
>   Requires an organisation to be responsible for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development; the four pillars of CSR are sustainability, education, community, and CSR reporting and communications

Corporate Sustainability (CS):
>   The continued development or growth of companies without compromising the ability of future generations to meet their own needs; the activities are based on three dimensions: environmental, economic and social

Greenwashing:
>   The act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service

International Organization for Standardization (ISO):
>   Responsible for international management standards

Shareholders:
>   A person, group or organization that has interest or concern in an organization e.g. customers, employees, suppliers, shareholders and media

Stakeholder Theory:
>   The social responsibility of businesses to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game

Shareholder Theory:
>   A conceptual framework of business ethics and organizational management which addresses moral and ethical values in the management of a business or other organization; suggests that a company can only be successful and profit can solely be generated if business creates values for all its stakeholders

Shitstorm:
>   Outrage on the Internet, especially by posting and writing in social media

Social media:
>   A new class of information technologies, which support interpersonal communication and collaboration by using Internet-based platforms. the convergence of user commentary with video, photos, and music sharing, all presented in a simple, user-friendly format

Web 2.0:
> The second stage of development of the Internet, characterized especially by the change from static web pages to dynamic or user-generated content and the growth of social media

Window Dressing:
> The act of companies that pretend to be active in CSR to improve their sales and reach their economic goals

World Commission on Environment and Development (WCED):
> Today rather known as Brundtland Commission: commission with the mission is to unite countries to pursue sustainable development together

World Wild Fund for Nature (WWF):
> An international non-governmental organization working on issues regarding the environment

1 Introduction

We are committed to healthy food without additives, to the sustainable extraction of raw materials and to the environment. Sustainability [a pillar of CSR] is not just lip service but a core element of our brand and our business strategy. This is the only way how we can ensure the long-term survival and profitability of the brand FRoSTA. Our objectives are to openly, honestly and transparently communicate the measures taken and the progress made to frosta.de and the FRoSTA blog.

(FRoSTA, 2014 - translated)

The need for investing and incorporating Corporate Social Responsibility, to gain legitimacy, has been recognised by not only Germany's leading manufacturer of frozen products FRoSTA but also other companies worldwide. This phenomenon arose through the increase of criticism people voiced regarding a corporation's main concern of maximisation of shareholder profits (Werther & Chandler, 2011).

Corporate Social Responsibility is not a recent concept. Monitiel (2008) discussed a study undertaken in 1998 about the Fortune 500 companies, which stated that 82% of the companies reported on social responsibility. However, not all companies are intrinsically motivated to take on CSR. Some of them only want to sanitize their image to the public and only seen to be active with CSR by giving misleading information: commonly referred to as 'greenwashing'.

Due to the technology of the Internet and social media, information for consumers has become more accessible and transparent. Additionally, consumers perceive the channel as being more trustworthy than the one-way communication approach used, for example, in advertisements on television. This is due to the fact that social media facilitates the possibility to exchange information with other consumers and empowers them to take control of corporate messages. This has led to the disclosure of many CSR scandals and has increased the distrust by consumers in CSR activities in general. Consequently, corporations achieve the reversed from what was intended: distrust and a resulting damage towards their image. The food industry, in particular, is affected by this situation, which is the focus of this study.

This phenomenon is specifically interesting from the business discipline perspective, Marketing, as it aims at building a good reputation based on trust. Hereby, consumers are of particular concern, because they are the recipients of marketing communication through social media and it seems that there is a gap between the intentions of the marketing managers and

the message received by consumers. Hence, an element of mistrust develops. This problem indicates that managers need guidance on how to communicate their CSR activities in the unexplored, dynamic environment of social media.

Concerning theory, literature about social media communication has mainly covered the change from one-way communication to two-way communication. To the researchers' knowledge, existing studies about CSR communication have not addressed the issue of trust as a base for adequate communication in social media. Moreover, the combination of CSR and social media, within the food industry, in order to investigate the issue of trust is yet to be explored. Therefore, the aim of this research is to pinpoint the trust issues in CSR communication and social media that affect consumer attitudes towards trust.

In order to limit the research focus, and due to its strong economic market position, Germany was chosen as the targeted market for investigation.

The research was guided by the following research questions:
1. What trust issues do German consumers face when CSR is communicated by the German food industry?
2. How can CSR activities be communicated on the consumer-empowered social media platform?

To reach the research aims, this thesis is divided into four parts. First, literature on CSR communication and social media is reviewed to display what has already been covered by previous literature. Second, theory is presented about CSR and social media in general to explain the dynamic terms and to present the perspective taken by the researchers in this study. Then, the development of CSR and social media are described, in order to understand the current state. The next section presents the methodology applied in this research where it, amongst others, will be argued for the choice of the German food industry and the two examples discussed in the chosen strategy of interviews. After that, findings are presented and discussed in two main themes. The first theme discusses the specific trust issues of CSR that are identified since their elimination is the base for a trustworthy communication. The second theme is where social media is explored as a tool to effectively communicate CSR activities. To conclude the thesis, the main findings are given and the managerial implications that derive from the major findings are outlined. These suggest how a firm's honest CSR activities can be effectively communicated to consumers on the challenging environment of social media.

2 Theory and Literature Review

In this section, the chosen departure in this research in form of a literature review and the research aim are discussed. It follows a discussion of relevant theory in this field of research and the specific domains in which theory is extended. The theory section presents the main themes in the CSR debate, which concern the discussion of its definition with a view to its historical background, borderline to corporate sustainability, stakeholder theory, corporate benefits and motives such as organizational legitimacy, and finally CSR communication. In connection with CSR communication, social media is presented as it comes across as technology that suits the communication demands by consumers but is the most unexplored environment and therefore the most challenging communication channel. In order to describe the environment, different ages will be discussed: The Age of the Social Collective, The Age of Transparency, The Age of Criticism, and The Age of Parody.

2.1 CSR Communication in Social Media as the Theoretical Departure

Changes in the environment require companies to rethink their organizational strategies, especially with a focus on communicating their CSR activities on dynamic platforms such as the social media environment. The era of the passive consumers is history, and companies have to understand the changes in the online environment and the power that consumers gain in controlling the marketing sphere (Wind, 2008). Much of the current literature describes the changes from one-way communication to two-way communication and the immense power that consumers have gained by this, because they cannot only interact with other brands, but they can even form networks with other consumers to influence brand meaning (Antorini, Muniz & Askildsen, 2012; Chrisodoulides, 2009; Cova & Pace, 2006; Muniz & Schau, 2011).

The Internet has gained the potential to change the way organizations and individuals cooperate and communicate, and stakeholders are no longer an audience of passive receivers of information (Fieseler & Fleck, 2013; Colleoni, 2013). In this regard, the topic of CSR and its trust factors gain incredible importance to businesses in the present age when trying to communicate their CSR strategy in social media.

The topic of CSR communication gained considerable contribution from the scholars Morsing and Schultz (2006) who presented three major CSR communication strategies: stakeholder information, response and involvement. The information strategy aims at distributing

corporate information concerning CSR and is based on the traditional, one-way communication approach, which excludes stakeholder feedback and defines the CSR agenda based on internal values. The response strategy determines values internally as well but takes into account input from stakeholders. The third strategy encompasses stakeholder involvement and encourages stakeholders to co-create corporate values and the CSR agenda.

Several authors (Kesavan, Bernacchi & Mascarenhas, 2013; Fiseler & Fleck, 2013) point out the need for a two-way communication model for CSR, in order to integrate stakeholders' opinions, and see social media as major communication channel to achieve this goal. Precisely, Kesavan, Bernacchi and Mascarenhas (2013) have investigated the scenarios for CSR as an important branding tool, using social media. These authors claim that corporate usage of social media for communicating CSR activities leads to higher empowerment of companies and helps to reach global audiences.

Fiseler and Fleck (2013) build upon the involvement theory by investigating how the new communication technology impacts on CSR action by exploring CSR blogs of Google, Hewlett-Packard and Intel. They suggest that the Internet has a transparent character and by using blogs, wikis, social networks and online communities, stakeholders can be integrated in the decision-making process, in order to avoid that the group takes over control by using dynamic technology. They propose that most users in mass media are passive, and social media explicitly targets the interaction-seeking people, who can be used as opinion leaders for the mass users.

In contrast, Colleoni (2013) challenges these views by underlining the problems related to CSR communication in social media. In Colleoni's published work on CSR communication strategies for organizational legitimacy in social media, it is suggested, based on empirical findings, that "communication in social media is still conceived as a marketing practice to convey messages about companies" (Colleoni, 2013, p. 228). The study underlines that consumers still face trust issues when communicating CSR activities in social media. This means that, in order to develop a CSR communication strategy, it has to be investigated what the exact trust issues in CSR communication are that make consumers perceive it as not trustworthy.

To the researchers' knowledge, existing studies about CSR communication have not addressed the issue of trust as a base for adequate communication in social media. Moreover, the combination of CSR and social media, within the food industry, in order to investigate the

issue of trust is yet to be explored. Therefore, the aim of this research is to determine the trust issues in CSR communication and social media that affects consumer attitudes towards trust. Since no research has been undertaken on these issues with a specific focus on the German food industry, these are examined in the present research. Furthermore, implications for companies are given on how to overcome these issues in the critical environment of social media.

2.2 Corporate Social Responsibility

The following section introduces the topic of concern: Corporate Social Responsibility. It briefly emphasizes the relationship to corporate sustainability, a term that is often confused with Corporate Social Responsibility. After that, it explains the concept Corporate Social Responsibility in depth and presents the related stakeholder theory. It follows a presentation of chances that Corporate Social Responsibility entails for companies, for example, an improved reputation, in order to explain why companies use the concept. After that, risks are highlighted that occur when companies take on Corporate Social Responsibility, particularly the image of 'greenwashing'. This sets the scene for the problem of trust issues and the need for proper communication. It follows a brief overview of what literature has already covered in terms of CSR communication.

2.2.1 Distinguishing Corporate Social Responsibility from Corporate Sustainability

Two concepts that have recently received significant attention in literature about corporations and their environment are 'Corporate Social Responsibility', in the following abbreviated with 'CSR', and 'Corporate Sustainability', known as 'CS'. Both terms appear in Management literature, particularly in the Journal of Business Ethics, when addressing social and environmental management issues. However, confusion about the meaning of and relationship between the two concepts is present in literature since no clear distinction is drawn between the two, which underlines the dynamics of CSR and CS and the ambiguity of perspectives on these concepts (Monitiel, 2008).

CSR has a longer history than CS. This might explain why more articles in management journals are available about CSR. While the first CSR-related articles were issued in the 1970s, the evolution of the term CS started with a specific event: the publication of the report 'Our Common Future' by the World Commission on Environment and Development (WCED, 1987). In this report, the term "sustainable development" (Monitiel, 2008, p. 1) was introduced with a focus on environmental issues. In contrast to CS, CSR previously only

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focused on social issues (Monitiel, 2008). This shows that in early articles, the concepts CSR and CS were less complex and more distinctive than today. Carroll (1979) later added the dimension of economics in his attempt to define CSR, which challenged previous views and was not only integrated as one dimension of CSR but also of CS.

In the present age, the borders of CSR and CS are blurred because "they are pushing towards a common future" (Monitiel, 2008, p. 246), in which economic responsibilities are equalized with social and environmental ones. As a result, sometimes CS falls under CSR and CSR falls under CS. For example, the WCED assumes that CS can be reached if companies are not "compromising the ability of future generations to meet their own needs" (WCED, 1987, p. 43) and activities are based on three dimensions: environmental, economic and social. This view was taken by the widely recognized construct of Elkington (1995), who suggested the triple bottom line of people, planet and profit as the goal of CS. In these approaches, the social dimension in CSR appears as a segment of CS.

In contrast, other authors take the view that "the four pillars of CSR are sustainability, education, community, and CSR reporting and communications" (Kesavan, Bernacchi & Mascarenhas, 2013, p. 60). Their approach indicates that sustainability is considered to be a part of the concept of CSR. The authors declare this definition as most adequate since CSR communication play a major role in the present research and is explicitly named in the definition. Due to this and the timeliness of the definition, CSR will be used as the main topic in the present research paper and sustainability will be considered as its subtopic.

2.2.2 The Concept of Corporate Social Responsibility

Different definitions of CSR exist underlining the concept's ambiguous nature (Monitiel, 2008). One of the first definitions which is still referred to often was given by Carroll who stated that "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (Carroll, 1979, p. 500).

A more contemporary and often quoted definition that specifies CSR was issued by the ISO Central Secretariat (2011) as 'ISO 26000'. It defines CSR as "the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development, including health and welfare of society, takes into account expectations of stakeholders, is in compliance with applicable law and consistent with international norms of behaviour, and is

integrated throughout and practiced in an organization's relationships" (ISO Central Secretariat, 2011, p. 26). The researchers find this definition to be the most precise description of CSR and will therefore base this research on this definition.

In the definition of the ISO Central Secretariat (2011), stakeholders are seen as influencers on companies when a CSR approach is adopted. Maloni and Brown (2006) clarify that stakeholders are customers, employees, governments, communities, NGOs, investors, supply chain members, unions, regulators, and media" (Maloni & Brown, 2006, p. 36). According to Colleoni (2013), "corporate social responsibility activities encompass all of the diverse corporate social practices implemented in order to increase the congruence between corporate behaviour and the social expectations of stakeholders and, as a consequence, to increase their legitimacy within society" (Colleoni, 2013, p. 229). This definition elucidates that companies use CSR to be perceived as legitimate by stakeholders and more generally by society.

2.2.3 From Shareholder Theory to Stakeholder Theory

Legitimacy gained through CSR contrasts with the traditional, neoclassical paradigm about corporate legitimacy, known as shareholder theory, which was widely accepted 50 years ago. The major influencer of this theory is Friedman who states that "there is one and only one social responsibility of business - to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud" (Friedman, 1970, p. 1). This shows that, according to him, a company does not require other justifications than profit for its shareholders or stakeholders to be legitimate. Hence, managers who apply CSR principles even abuse corporate resources, thereby neglecting their moral obligation towards shareholders. His argumentation is based on Adam Smith's (1937) idea of the free market.

Challenging the traditional paradigm on corporate legitimacy led to the evolvement of the contrasting stakeholder theory that was mainly shaped by Freeman (1984). He argues that a company can only be successful and profit can solely be generated if business creates values for all its stakeholders such as customers, employees, suppliers, shareholders, media etc. because these groups are all interrelated and cannot stand alone. Handy (2002) builds upon that approach and states that businesses need another justification than profit. According to him, corporations have to satisfy needs that society as a whole can benefit from. Werther and Chandler (2011) support this latest stance on stakeholder theory by stating that "[c]ompanies do not exist in order to make profit. They exist in order to make goods and services that

people need, and in doing so make profit" (2011, p. xviii). With the arrival of globalization that led corporate issues to affect the entire society, many individuals started questioning the shareholder approach. They did not accept profit maximization anymore as the only mean of corporate legitimacy but required corporate action in the interest of society (Werther & Chandler, 2011).

This research is based on the previously presented stakeholder perspective and takes the stance that communication is needed, in order to integrate the different needs of stakeholders. Social media, hereby, comes across as a highly suitable platform as it encourages two-way communication.

2.2.4 Chances of CSR for Corporations

In the following, different approaches about why companies execute CSR initiatives are presented. These different motivations demonstrate the different realities on CSR (Öberseder, Schlegelmilch & Murphy, 2013).

The traditional reason for corporate CSR initiatives is based on the political normative view. That approach proposes that corporations use CSR as means of dialogue, and acting as political shapers of the current society's values (Castello, Morsing & Schultz, 2013). In this approach, companies are driven by altruism (Heyder & Theuvsen, 2012) as well as corporate and personal values (Öberseder, Schlegelmilch & Murphy, 2013). In contrast, a more contemporary motivation is to use CSR as a strategic tool (Castello, Morsing & Schultz, 2013), in order to improve the internal situation, enlarge compliance with international standards, protect the company in times of crisis, offer product differentiation, enhance brands and reputation, and finally to increase corporate financial performance. These factors are discussed in the following.

Some articles argue that CSR can offer internal as well as external benefits. Concerning internal advantages, CSR can lead to increased attraction, motivation, morale, loyalty, as well as commitment and productivity of employees (Kesavan, Bernacchi & Mascarenhas, 2013; Heyder & Theuvsen, 2012; Castello, Morsing & Schultz, 2013; Jones & Nisbet, 2011). It is also suggested that companies use CSR for external reasons. The process of internationalization increased the pressures from dissimilar societies and governments of environments, in which companies operate (Heyder & Theuvsen, 2012). CSR in this context can be used to increase compliance, thereby reducing risks (Hartmann, 2011). Furthermore, CSR can serve as protection for businesses in times of crisis since it builds trust in good

times, which can be seen as a proactive approach (Hartmann, 2011; Werther & Chandler, 2011; Assiouras, Ozgen & Skourtis, 2013). CSR as strategic approach can support the long-term horizon of businesses while reducing short-term deals that are based on misuse of trust (Werther & Chandler, 2011).

In addition to that, CSR can offer product differentiation. This means that new demand can be created or a premium price can be claimed for an existing service (Pivato, Misani & Tencati, 2008; Kesavan, Bernacchi & Mascarenhas, 2013; Heyder & Theuvsen, 2012). A common discussion in literature also concerns if CSR can increase brand awareness (Castello, Morsing & Schultz, 2013), brand identification (Assiouras, Ozgen & Skourtis, 2013), brand choice (Assiouras, Ozgen & Skourtis, 2013) satisfaction (Öberseder, Schlegelmilch & Murphy, 2013), loyalty (Kesavan, Bernacchi & Mascarenhas, 2013; Assiouras, Ozgen & Skourtis, 2013; Pivato, Misani & Tencati, 2008), positive product and brand evaluations (Assiouras, Ozgen & Skourtis, 2013) and an improved corporate image (Assiouras, Ozgen & Skourtis, 2013). Incorporating CSR can also help companies to maintain control by shaping stakeholders' perceptions of talks and actions of the companies (Castello, Morsing & Schultz; 2013). This can lead to an improved overall corporate reputation in the long run through CSR, which, in contemporary literature, is among the often mentioned and confirmed motivations for a company to incorporate CSR (Pivato, Misani & Tencati, 2008; Kesavan, Bernacchi & Mascarenhas, 2013; Heyder & Theuvsen, 2012; Jones & Nisbet, 2011).

The most often discussed reason for CSR concerns financial performance and is based on the previously mentioned reasons because if, for example, employees are more productive the company may perform better financially. Some authors state that the majority of studies, which have been undertaken to examine the relationship between financial performance and CSR have found that companies are financially more successful when CRS is present (Castello, Morsing & Schultz, 2013; Heyder & Theuvsen, 2012; Colleoni, 2013). They explain the increased performance by a better satisfaction of stakeholders' needs which makes some investors and consumers more willing to purchase shares (Jones & Nisbet, 2011) and products (Castello, Morsing & Schultz, 2013; Hartmann, 2011; Assiouras, Ozgen & Skourtis, 2013; Jones & Nisbet, 2011).

Finally, Hartmann (2011) explains reasons from a consumers' perspective that make them buy products and services from companies that incorporate CSR in their activities. Firstly, they are intrinsically rewarded, for example, by the feeling of augmented self-esteem significant individual value to the consumer. Secondly, they can gain extrinsic rewards, for example

social prestige (Hartmann, 2011). Furthermore, environmental systems, that are built to fulfil CSR requirements, can increase efficiency, for example, energy efficiency lowers costs (Heyder & Theuvsen, 2012). However, there is also the opinion that there is no direct relationship between CSR and purchases but between trust and purchases, whereby trust is built through CSR (Pivato, Misani & Tencati, 2008).

2.2.5 Risks of CSR for Corporations

Web 2.0 and social media publicized that corporate CSR initiatives are not always based on philanthropic motivations. Precisely, it is agreed in literature that corporations use CSR as image fertilizer to be perceived socially responsible and to enhance brand image and sales (Kesavan, Bernacchi & Mascarenhas, 2013; Lyon & Montgomery, 2012; Jones & Nisbet, 2011). This causes a problem since consumers become more educated and can share their thoughts through social media. They do not want to feel betrayed for economic reasons but want companies to act socially responsible (Öberseder, Schlegelmilch & Murphy, 2013).

A significant amount of literature focuses on 'greenwashing', which is "the act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service" (Werther & Chandler, 2011, p. 109) and "window dressing" (Sprinkle & Maines, 2010, p. 446), meaning that companies are seen to be active in CSR to improve their sales and reach their economic goals. Consumers' claims are supported by market research which advocated that "a significant percentage of CSR product marketing claims are false or misleading" (Werther & Chandler, 2011, p. 109).

Often communication is perceived as 'greenwashing' by consumers. There are seven sins, which are often quoted in literature, that underline the issues related CSR communication: 'Sin of the Hidden Trade-off', 'Sin of No Proof', 'Sin of Vagueness', 'Sin of Irrelevance', 'Sin of the Lesser of Two Evils', 'Sin of Fibbing', and 'Sin of Worshipping False Labels' (TerraChoice, 2010). The 'Sin of the Hidden Trade-off' refers to corporations using a random, limited set of attribution not considering other environmental issues. The 'Sin of No Proof' concerns information that cannot be proven by third parties. The 'Sin of Vagueness' describes information that lacks definition. The 'Sin of Irrelevance' relates to true information that is not relevant in the specific context. The 'Sin of the Lesser of Two Evils' characterizes trustworthy claims that are true for a specific product category but neglect the broader impact. The 'Sin of Fibbing' specifies that companies make wrong titles. Finally, the 'Sin of Worshipping False Labels' stands for misguided endorsements presented in words or images.

Authors examine how companies abusing CSR can face a loss of reputation (Hartmann, 2011). As a result, "CSR initiatives do not per se lead to positive effects" (Hartmann, 2011, p. 302) since CSR misuse can "negatively impact on consumers' beliefs, attitudes and purchase intentions" (Hartmann, 2011, p. 302).

As a result, consumers have started to distrust companies using CSR and the concept as means of marketing and PR to increase profits. They even share their negative insights about a brand in social media immediately damaging the brand image (Fournier & Avery, 2011). Hereby, there are two major problems: Empirical evidence has shown that consumers' assessment of corporations is more sensitive to negative than to positive CSR information (Hartmann, 2011; Öberseder, Schlegelmilch & Murphy, 2013). This can result in a halo effect, which causes a consumer's overall negative impression of a corporation (Assiouras, Ozgen & Skourtis, 2013). Additionally, consumers tend to believe their peers more than companies (Akar & Topçu, 2011).

The lost trust into CSR campaigns has the effect that CSR information issued by companies is not considered as credible anymore and therefore has become a considerable issue (Kesavan, Bernacchi & Mascarenhas, 2013). Non-effective communication reduces the outcome of expensive efforts of CSR initiatives (Hartmann 2011). It is claimed that "there is an information asymmetry between manufacturers and the buying public about the real social, health, and environmental impacts of consumer goods" (Werther & Chandler, 2011, p. 108) which causes the lack of trust of consumer into CSR campaigns. "[T]he effectiveness of CSR [...] rests on communicating such activities to these stakeholders who help shape the firm's future" (Kesavan, Bernacchi & Mascarenhas, 2013, p. 60). Marketing campaigns will only reach their goal if the message is perceived properly and the product satisfies a real need (Werther & Chandler, 2011). This is why an adequate communication strategy of CSR in social media is needed to convey the feeling of trust in CSR activities.

2.2.6 Communicating the CSR Strategy

CSR communication plays an important role in shaping consumers' attitudes toward a company's CSR communication strategy and the assessment of the company's practices (Wang & Anderson, 2011). Consumers may process CSR communication differently and are influenced by their existing brand familiarity and initial brand attitudes, which influence their perception of CSR communication (Wang & Anderson, 2011). Aaker and Keller (1990, cited in Wang & Anderson, 2011) found that consumers generally have a more favourable attitude

towards messages that are communicated by well-liked brands. Hence, the initial brand attitudes can enhance consumers' perceived strength of company's CSR communication.

Another aspect that influences consumers' perception of CSR communication can be explained with the help of Schwartz's model of altruistic behaviour (Schwartz, 1977, cited in Wang & Anderson, 2011). Research found that consumers with CSR knowledge who were exposed to information about a corporations unethical advertising practice, formed negative assessments of the practice, compared to consumers who are not aware of CSR (Wang & Anderson, 2011). When communicating the goodwill of CSR, not only the perceived argument strength, which is concerned with the focus on a particular aspect of CSR practices, (Wang & Anderson, 2011) is important but also the fit that consumers need to perceive between the sponsoring firm and its CSR activity (Seok Son & Han, 2012). The higher the perceived fit between the two is, the more likely is the consumer to have a positive attitude towards the CSR activity, and thus will justify it and is unlikely to generate counter-arguments (Seok Son & Han, 2012).

When communicating this strategy fit, a firm can help itself by "(1) assisting consumers in their judgement of fit by providing an 'explanatory link' that connects the firm logically to its CSR activity; and (2) delivering the message to the target audience with an appropriate communication strategy" (Seok Son & Han, 2012, p. 135). Two types of communication options can achieve establishing explanatory links: a 'relational or elaborational communication strategy'. A 'relational communication strategy' is applicable when there is a high fit between the CSR activity and the company's strategy and the communication goal is to emphasize positive attributes of the sponsoring firm and its connectedness to the chosen CSR activity. The 'elaborational communication strategy' is suitable when a low-fit strategy is obvious and hence, this strategy solely focuses on the positive aspects of the CSR activity in order to avoid negative implications from low-fit perceptions (Seok Son & Han, 2012).

2.3 The Social Media Environment

The next section deals with the social media environment that is particularly challenging for companies when communicating CSR. First of all, social media is defined and its development until today is explored. The current environment is explained in depth based on a theory of Fournier and Avery (2011), who suggests four web-enabled themes.

2.3.1 Definition of Social Media

Social media is used by hundreds of millions of Internet users on a daily basis and has become a major part of their life (Akar & Topçu, 2011). In 2013, more than 1.15 billion users worldwide were active on Facebook, and about 500 million used Twitter and Google (socialmediatoday, 2013).

Social media is a term that is widely used in today's environment and describes a new class of information technologies, which support interpersonal communication and collaboration by using Internet-based platforms (Kane & Alavi, 2014). Several definitions exist, showing the dynamic nature of the term; however, the following definition is used as it includes the most relevant characteristics that are currently more widely used. Hereafter social media is "the convergence of user commentary with video, photos, and music sharing, all presented in a simple, user-friendly format" (Interactive Advertising Bureau, 2008, p. 5).

Web 2.0 and Social media are often used interchangeably by users, however in literature there is a clear distinction to be found. Web 2.0 is described as the sum of fundamental concepts and technologies that are used by social media (Castello, Morsing, & Schultz, 2013). Social media, on the other hand, considers the various channels that allow users to connect. The difficulty in defining 'social media' in such a dynamic environment in the present age challenges the possibility to clearly articulate which technologies are part of social media (Kane & Alavi, 2014). In literature, the term applies to a variety of technologies such as wikis, blogs, microblogs, social networking sites, virtual worlds, and video sharing websites (Kaplan & Haenlein, 2010, cited in Kane & Alavi, 2014). These technologies are evolving rapidly, constantly introducing new features, and hence often blur the distinction among the different types of social media technologies (Kane & Alavi, 2014). The Interactive Advertising Bureau (2008) defines three categorises of websites in the social media domain. First, social media platforms like Facebook allow users to create and post content for wide distribution. The second category, including Facebook but also others such as Twitter and LinkedIn, provides users with platforms for personal or professional networking. The third category includes the more specialised content-sharing sites. Examples of these platforms are Flickr, YouTube and Vimeo, which focus on sharing content to a wide user group instead of the general networking support (Vanden Berg et al., 2011).

Despite the popularity of social media, their application for organizational purposes such as marketing and knowledge management has just begun (Kane & Alavi, 2014). Social business

matters today, and it will matter even more tomorrow. According to the research report of Kiron et al. (2012) that deals with social business, the majority of survey respondents (52%) believed that social business is somewhat important to their business, and 86% of managers believed that it would become even more important by 2015 (Kiron et al., 2012). Even though most surveyed managers viewed social software as an externally facing activity, its relevance to innovation has been recognized (Kiron et al., 2012).

### 2.3.2 The Development of the Social Media – Characteristics Today

Literature focuses on the development of marketing communication online. During the time of the Web 1.0, the relation of brand and consumer power was clearly defined: marketers influenced consumer's perceptions of a brand by active communication. In contrast, consumer power was extremely limited (Chrisodoulides, 2009; Muniz & Schau, 2011). Traditional marketing was based on the asymmetry of power in the manufacturer's favour, where consumers found it hard to gather information and hence based their buying decision on the familiarity of a brand (Akar & Topçu, 2011). This classic communication model is described as one in which the marketer had the control of the flow of information (Winer, 2009). This model was one-way, push-based and interrupt driven (Akar & Topçu, 2011), and hence unsuitable for the new dynamic Internet environment (Christodoulides, 2009). The rise in interactive digital media has catapulted the traditional Web 1.0 model to the highly interactive Web 2.0, in which relations of brand power and consumer power have dramatically changed (Cova & Pace, 2006; Hannah, Rohm & Crittenden, 2011).

At the beginning of the new era, marketers were highly attracted by low costs and high reach that the Internet offered, while they were still able to apply the traditional paradigm of one-way communication to the new medium (Chrisodoulides, 2009). However, this mass media approach did not fit the ever-changing landscape of the Internet environment, and marketers started engaging in two-way communication (Chrisodoulides, 2009; Muniz & Schau, 2011). Instead of a read-only Web, the Internet became a read-write web. This means that users were able to create, modify, and distribute almost every imaginable type of digital content, as well as effortlessly talk to each other (Deighton & Kornfeld, 2009). Consumers now dictate the extent and content of marketing exchanges (Hannah, Rohm & Crittenden, 2011).

Fournier and Avery (2011) describe four themes are used to categorize the different landscapes that companies nowadays have to face online. The four different powerful and

challenging web-enabled themes: The Age of the Social Collective, The Age of Transparency, The Age of Criticism, and The Age of Parody. These and can be seen in the following figure:

Figure 1: The Four Ages by Fournier and Avery (2011)
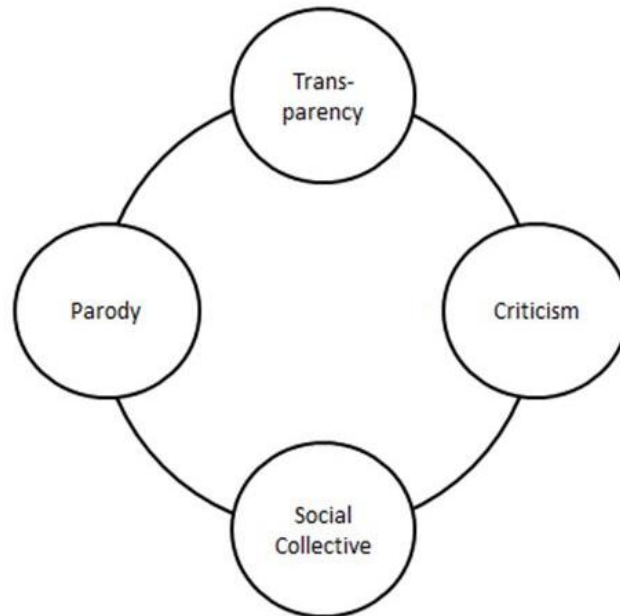
The Age of the Social Collective considers the increase in online communities and the feeling of acceptance and belonging that these communities give to consumers (Fournier & Avery, 2011). Consumers who participate in online communities are often motivated by social interaction, economic incentives, and a concern for others (Varadarajan & Yadav, 2009). People spend 20% of their time online visiting social networking sites, satisfying their need for building relationships, and belonging to communities of like-minded people (Seraj, 2012). They share information because they trust one another more than companies (Papasolomou & Melanthio, 2012; Hannah, Rohm & Crittenden, 2011; Vanden Berg et al., 2011). The Web 2.0 facilitates the desire to feel accepted, to fit in, and to belong through virtual connections among people with the same interests, which leads to the creation of niche groups that people can easily belong to (Fournier & Avery, 2011). Social networks enable sharing of personal information and media content through status updates, discussions, and events. By linking with other users, a personal network can be established to socially interact with others and communicate with them, including companies (Soares, Pinho & Nobre, 2012). The challenge in online communities is to control the extent of consumer empowerment to avoid brand hijack, meaning that the company can lose part of their control over a brand, which is then replaced by a consumer tribe trying to re-appropriate it (Cova & Pace, 2006). Companies have to be aware of the power that online communities have. They cannot control these

communities but they can try to guide them by visiting and responding to online blogs and other platforms where consumers exchange information.

The Age of Transparency highlights the availability and convenient access to information on the Internet (Fournier & Avery, 2011). In today's online environment, the availability and convenient access to information gives the consumer power and new forces on the Internet. In fact, through the domination of a 24-hour media, modern corporations cannot be invisible anymore and have no influence on the often-uncensored comments that consumers post on blogs, forums, etc., often with a clear link to a brand name (Roper & Fill, 2012, p. 24). Individuals have taken over the power from these in marketing by creating and sharing blogs, tweets, Facebook entries, movies etc. (Kietzmann et al., 2011), exposing companies' weaknesses and failures (Fournier & Avery, 2011). Tools such as the 'Like' button on Facebook and 're-tweet' possibilities on Twitter facilitate the process of indicating one's support and raising attention among other consumers, and therefore facilitate the possibility to criticize (Fournier & Avery, 2011). Following the company's loss of control, consumers may even interfere with a brand's values, stressing the importance of a company's action to facilitate the sharing of information, since controlling it is impossible (Christodoulides, 2009).

The Age of Criticism describes the emergence of empowered consumers who impose market sanctions by leaving comments, often on platforms such as blogs (Labrecque et al., 2013). The opportunity for consumers to use the online environment to voice their complaints to users around the world poses new challenges for brands. Positive WOM can enhance brand values, negative WOM instead can cause serious damage to a brand's reputation and power (Armelini & Villanueva, 2011; van Noort & Willemsen, 2011; Vanden Berg et al., 2011). A way of handling these situations is by responding to online complaints in a timely manner to resolve the issue and to stop unnecessary follow-up attacks from other consumers, which will also increase consumer loyalty and satisfaction (van Noort & Willemsen, 2011). Consumers complain and transform, as well as fight and negotiate, and hence, create situations to which companies can, or must, respond. The empowered consumer exerts control over marketing variables and hence affects the way in which others perceive a company's brand, product and service (Cova & Dalli, 2009). Social media provides a platform for consumers to publicize their personal opinions and thus facilitate negative electronic word-of-mouth (Chen et al., 2011).

Finally, the Age of Parody includes the increased technological knowledge of online consumers to create parodies and engage with brands online. Parody sites have become

popular in cyberspace to criticize, satirize, and mock a target (Yoon, 2002). They belong to the third platform, including Flickr, YouTube, and Vimeo, which focus on content sharing (Vanden Berg et al., 2011). Parodies are typically created by amateur Internet users, who aim at creating an either ridicule or playful twist on current, professionally produced advertisements (Vanden Berg et al., 2011). The purposes of uploading parodies on social media platforms include sharing entertainment, exposing brand identities and advertising techniques, engaging in cultural criticism, and showing off ones personal skills (Vanden Berg et al., 2011). Content-sharing platforms, such as YouTube, where many parodies are published, are perceived by the consumer as being entertaining and amusing, are not used to find product information (Vanden Berg et al., 2011). Being aware of this, marketers can take comfort in the overall consumer's ability to differentiate between brand messages and entertainment that is communicated in social media. Even though advertisement parody does not seem to impact the brand, marketers can make use of the popularity of parodies to create a viral response that can help to spread the original ad's themes, imagery and catchphrases (Vanden Berg et al., 2011).

3 Methodology

The methodology chapter presents the methods applied to this research study. Firstly, it is argued for the choice of the research approach. After that, the explicit research methodology is discussed. This entails the choice of data collection, sampling method, participant criteria selection, and the design and conduction of interviews. Finally, it is explained how the data analysis was carried out and ethical and political considerations are mentioned.

This research comprises a master thesis project of two German students at Lund University. Within a predetermined time frame of ten weeks, and in context of the program 'Globalization, Brands and Consumption', the students worked on this research. The following section deals with the methodological approach that was undertaken to investigate the following research topic:

The trust issues consumers face when companies in the German food industry communicate their CSR activities in social media

3.1 Research Strategy

The research strategy describes the "general orientation to the conduct of business research" (Bryman & Bell, 2011, p. 26) and in the following it is argued why a qualitative, exploratory stance was applied in this research.

Since consumers can create the meaning of the world differently, it was assumed that many realities exist and this is why the consumers' context had to be considered. The topic could only be understood from the point of view of the individuals who are an active part of the social media environment and involved in its activities (Bryman & Bell, 2011, p. 24).

Qualitative research complied with the research aim to work inductively and exploratory to add to the existing conceptual development. Even though a researcher can never start without any biases, for example, aroused through previous experiences, an inductive approach was aspired to maintain an open mind for new discoveries (Eisenhardt, 1989, p. 536).

Following the research question, the objects of the study are the consumers' thoughts and feelings about trust issues when companies in the German food industry are communicating their CSR strategy in social media. The symptoms of the objects concerned spoken and written words as well as behaviour, and determined the empirical material needed. These

symptoms can be captured by interpreting ways of communication such as "natural language data" (Easterby-Smith et al., 2012, p. 126). This is why a qualitative research was applied as it facilitates the generation of empirical material "in the form of spoken or written language" (Polkinghorne, 2005, p. 137).

In order to connect theory and research findings, an iterative approach was employed which uses "a repetitive interplay between collection and analysis of data" (Bryman & Bell, 2011, p. 13), which is useful to extend the empirical model with new dimensions. The iterative approach required an in-depth literature review about the research topic to help understand the current trust issues that consumers perceive.

Despite the suitability of the chosen research approach, it entailed certain limitations. The data collection was very resource-consuming. Furthermore, its analysis was difficult to structure due to the complexity of data (Easterby-Smith et al., 2012). Moreover, the perception of identical data may be different, as it depends on the researcher's existing frames of reference, which makes qualitative research very subjective, and hence, impossible to state universally valid relationships. Consequently, the study might be hard to replicate, which negatively affected reliability, and is difficult to generalize which lowers validity (Bryman & Bell, 2011). However, it has been claimed that these statistical estimates are developed for quantitative research based on one single reality and therefore are less suitable, which is why trustworthiness and authenticity should instead be focused on (Bryman & Bell, 2011).

3.2 Research Method

Research method concerns the approach the researcher takes to collect the relevant data, and hence is "a technique for collecting data" (Bryman & Bell, 2011, p. 41). In order to be able to collect and analyse data about the consumers' perceptions in a structured way and to cover the fields of interest, the following research questions were used:

1. **What trust issues do German consumers face when CSR is communicated by the German food industry?**
   1. What is CSR?
   2. How has CSR developed until now?
   3. What are the challenges and opportunities of CSR communication for companies in the German food industry?
   4. What trust issues do consumers face when being confronted with CSR communication?

2. **How can CSR activities be communicated on the consumer-empowered social media platform?**

   1. What is social media?

   2. How has the marketing communication developed until now, particularly concerning the consumer's role?

   3. What are examples of CSR communication of German food companies in social media?

   4. How should CSR communication in social media look like from a consumers' perspective to be trustworthy?

   5. What are the implications for managers in the German food industry concerning trustworthy CSR communication in social media?

3.3 Research Design

The research design is used to create a specific outline that explains in detail how the chosen method of in-depth interviews was applied to answer the research question. It is elaborated through a semi-structured interview guideline, the two examples discussed during the interviews, and finally the sample is presented.

3.3.1 Designing the Interviews

As mentioned previously, language data was required and therefore, it was decided to conduct in-depth interviews. The idea of using in-depth interviews fits well to the research question due to the researcher's opportunity to investigate consumers' thoughts in depth, to gain new clues, to find new dimensions of a problem, and to secure vivid and accurate accounts that are all based on the consumers experience and perceptions (Easterby-Smith et al., 2012, p. 126). This approach combines the advantages of structured and open interviews. Structured interviews allow standardization and simplify the analysis while open interviews can discover completely new topics. In order to ensure that relevant topics for the research are discussed in the interviews, and to maintain flexibility in case new relevant areas are arise, it was decided to use semi-structured interviews (Easterby-Smith et al., 2012).

The researchers had an interview guide with a list of questions on major topics to guide the research, which included sub questions that were used in case additional guiding questions were needed to enrich the interview results. While the major topics social media and CSR had to be discussed, not all subtopics and questions suggested in the interview guideline were

discussed because other topics arose. This interview process gave the interviewers a large extent of freedom on how to react to answers and relevant topics could be examined in depth (Bryman & Bell, 2011, p. 467). The interview guideline improved the ability the replicate the study.

The Interview Guideline

The interview guideline consisted of an introduction to the interview process, questions about the interviewees' behaviour in social media, followed by questions about their understanding and importance of main topic of CSR, and a conclusion. The exact interview guideline can be found in appendix 1. In the following, an overview of the different sections of the guideline is given.

The introduction started with thanking the respondents for taking their time. After the researchers introduced themselves, an explanation about the purpose of the interview, its structure and the topics to be discussed was given. Additionally, an expected duration of the interview and ethical considerations were outlined. The latter one concerned the information that the interviewees remain anonymously to protect all interviewees' identity and the question whether or not recording the interviews is allowed, in order to facilitate the transcriptions of the interviews. In addition to that, it was underlined that honest and detailed answers are appreciated and the interviewees were informed about the possibility to refuse questions or finish the interview before the actual end if desired. Finally, there was space for discussing uncertainties.

After that, interviewees were asked general questions about their background, for example, their age, career path, fields of interest, and leisure activities, in order to create rapport and to gather information about the context, in which they create their meaning of reality. This was important for the analysis of the findings since this qualitative research considered the context of reality of the interviewees.

It followed the main part, which began with the discussion of the interviewee's behaviour in social media. The researchers chose to begin with this topic because it was considered that the topic of social media is less complex and less difficult to understand and answer than CSR. Therefore, this gave the interviewee the opportunity to get used to the situation and questions.

The second topic focused on the interviewees' understanding and importance of CSR. Both topics, social media and CSR, were introduced with a question that asked the respondents to

define the terms, in order to get an understanding of their personal association with the terms, as well as to assure that the interviewee and interviewer talk about the same subject. Moreover, it offered the interviewees the possibility to decide on themes within this topic that they defined as important. Introducing both topics with the same questions increased the interviewees' comprehension due to the similarity in structure.

However, the structure within the two topics social media and CSR differed in the main section from each other. Within the topic of social media, the researchers asked questions about the interviewees' understanding of the concept, their behaviour in social media, and reasons for using social media platforms.

It often occurred that the interviewees themselves addressed the next topic, CSR, through some of their comments, which made the transfer to the topic simple and fluent. In order to gain an understanding about their degree of CSR knowledge, questions about their association with CSR, their knowledge about companies engaging in CSR, and the interviewees' level of trust in CSR campaigns were asked. These questions were used as a way to categorize the interviewees' involvement in CSR, and their understanding of the concepts, in order to be able to draw conclusions at a later stage.

After having covered behavioural questions and knowledge questions about the two topics, two companies were chosen as basis for discussion in the second part of the interviews. These companies faced difficulties in their CSR communication, however managed to overcome these. Only the critical situation of the examples, when the companies still faced the issues, was presented to the interviewees. The reason for this strategy was the possibility to discuss suggestions for improvement. Furthermore, the specific examples validated the interviewees' answers and opened the opportunity to talk more specifically and in-depth about the topic of trust issues in CSR campaigns. The two examples are presented in detail in the next section.

In each example, the interviewees were asked questions about how they perceived the presented CSR communication. Furthermore they were asked to describe their feelings and to define the perceived purpose of the communication. Whenever the interviewee suggested new relevant topics, follow-up questions were asked.

At the end of the interview, the interviewee had the opportunity to add relevant, missing information or to underline aspects that were discussed in the interview. The researchers assured the possibility to contact the interviewee if further questions arise and the interviewees were encouraged to contact the researchers in case they felt the need to add

information. Finally, the researchers offered to forward the final report in June, and the researchers thanked the interviewees for taking the time for the interview.

Selection of Two Examples Concerning CSR Communication

In the following, it is argued why the examples of the German food companies Krombacher and FRoSTA were used as point of departure for the discussion in the second part of the interviews. The food industry has been chosen due to its nature of being a critical area for CSR activities, and hence a challenging area to communicate CSR activities. Therefore the researchers chose it as a basis for an in-depth discussion with German consumers. This section also explains why Germany is an interesting market for investigation due to its economic market position. Based on the perceived credibility issues of the examples and the related critics, the discussion part includes advice for improvement for companies, which is given from the consumer's perspective.

The Food Sector as Market for Investigation

While all industries are subject to trust issues in CSR communication, the food industry is especially relevant in this research for three reasons: First, the industry aims at satisfying the universal human basic needs for nutrition, and therefore the food industry is confronted with a large amount of stakeholders evaluating their CSR efforts. Second, people have high demands on an appropriate price, raw materials and the social and environmental conditions along the value chain (Hartmann, 2011). Third, the nature of the sector is especially sensitive for a broad range of CSR issues that affect the reputation of the sector negatively and make CSR communication less trustworthy. Concerning these issues, Maloni & Brown (2006) offer a widely accepted overview about critical CSR subjects in the food industry: Animal welfare, biotechnology, environment, fair trade, health and safety, labour and human rights, procurement, and community. Forsman-Hugg et al. (2013) add quality as another dimension.

The most discussed CSR issue concerns the supply chain, which gained importance within the last 15 years (Maloni & Brown, 2006). Wiese and Toporowski (2013) state that the nature of food supply chains causes challenges for CSR issues because of its complexity. This complexity occurs because companies import certain ingredients since these do not grow in all products, for example, coffee is imported to Europe (Wiese & Toporowski, 2013). Other products such as meat that are available in Germany are still imported due to lower production costs compensating transport costs (Wiese & Toporowski, 2013). This exchange of goods increases the amount of international companies involved in the supply chain and reduces the

control about the products along the value chain (Wiese & Toporowski, 2013). When CSR is neglected and this issue becomes public, most of the times, the final company in the supply chain is held responsible by society. This is due to its closeness to the end-consumer who experiences trust issues (Wiese & Toporowski, 2013). Even though the food industry attracts high attention by society, there is a lack of scientific literature about trust issues in CSR activities in the food sector (Hartmann, 2011). This is why this research is based on CSR in the food industry, which comprises food and beverages.

Germany as Market for Investigation

To limit the research to a specific country and to improve the validity of the results, Germany was chosen as market for investigation. Germany positioned as Europe's largest national economy with the fourth highest nominal GDP globally, and fifth ranked country related to purchasing power parity in 2012, comes across as a highly interesting market to investigate (GfK, 2013). This is supported by the fact that FMCG, to which beverages and food belong, make up 19.2 % of the market in Germany and the trend is increasing (GfK, 2013). Margins for, for example, food and beverages have become smaller because prices of raw material have increased (GfK, 2013). Therefore added value in form of CSR becomes even more important, as price-sensitive consumers need a reason to buy premium priced products (GfK, 2013).

Heyder and Theuvsen (2012) add that German agribusiness corporations are highly pressured by public. Hereby, animal welfare, or pesticide residues are identified as the most debated topics in relation to food production. Reasons for the pressure are the changed food consumer preferences in Germany such as increased qualitative factors related to production processes (Heyder & Theuvsen, 2012).

Finally, the researchers have a German origin, are familiar with the market and have a large network for potential interviewees. To conclude, the leading economic position of Germany and the reduced profit margins, in combination with higher public pressure demanding better standards, forms an interesting environment for researching CSR communication.

The Examples of Krombacher and FRoSTA

In the following, two examples of German companies in the food and beverages industry, Krombacher and FRoSTA, are presented that were used as subjects of discussion in the interviews. These companies had to deal with consumers' lack of trust in their CSR

campaigns but managed to improve the issues. In brief, Krombacher was criticized for its CSR communication strategy in media, including social media. The second example, FRoSTA, changed its complete business strategy to one that includes CSR, but as a result, faced a dramatic sales decrease and almost filed for bankruptcy. They changed their target group and focused on sustainability-sensitive consumers and started a blog where they encouraged active discussion about the brand, its products and strategies, and responded to them in a constructive manner. Their cases are described in detail in the following and it is argued for their relevance and suitability in this research.

Krombacher GmbH & Co. KG and its rainforest campaign (Range, 2014)

In 2003, the German brewery Krombacher tried a rather unusual approach to communicate their CSR activities of protecting the African rainforest. By advertising '1 crate of beer = 1 m^2 protected rainforest', the company encouraged the buying of beer crates and promised to save 1 m^2 of rainforest for every crate in return. The campaign was supported by the organization WWF and Günther Jauch, a well-known German TV-Star and Stefanie Graf, former tennis star and ambassador of WWF. Against expectations of Krombacher, this campaign was criticized, when 'Der Spiegel', a German weekly news magazine, wrote the article 'Drinking for the Gorillas' and communicated their distrust into this campaign. Influenced by this article, consumers and competitors accused the company for a lack of transparency and proof of their activities and won the legal fight. Instead of listening to marketing professionals who suggested to silently stop the campaign not risking further attention, Krombacher changed the campaign and publicized their CSR activity even more. In order to stop the image of 'greenwashing', the company decided to underlay their given statements with actual facts and figures, and worked on a more sustainable production and packaging design.

FRoSTA Tiefkühlkost GmbH and its 'Clean Label' policy from 2001 (Range, 2014)

The second example concerns FRoSTA, a German company which produces frozen food. FRoSTA decided to change their concept to more sustainable products without artificial ingredients since it was suggested by market research that this is what the consumer wants. For a more sustainable supply chain, the price had to be raised but consumers did not want to pay 30 to 60 additional cents for this upgrade. As a result, FRoSTA faced a dramatic sales decrease which almost led to ruin the business. Nevertheless, FRoSTA did not change their strategy after these problems occurred. Instead, they targeted a different consumer group: conscious consumers that want to buy their sustainable products. To improve communication

with these consumers, the company started the 'FRoSTA Blog' in 2005. With the help of this social media tool, they allowed and encouraged active discussions about the brand, its products and its strategies. The main difference to other companies is that FRoSTA not only allowed the discussions, but also responded to them, as they say, in an 'honest and constructive manner'. FRoSTA, for example, responded to consumers' criticism about their unsustainable packaging choice for deep-frozen food by educating the consumer that there was no other opportunity to transport the food at that point in time. Together with this statement, they pointed out the need for a more sustainable packaging. The consumers appreciated the honest communication and finally, in 2009, the company registered a twelve million Euro increase in sales and was rewarded as the most sustainable brand in Germany.

Both examples were chosen because they match the environment that is desired to investigate: the food industry in the German market. Furthermore, they contain issues in social media and CSR, which is the topic of the research. Moreover, both cases offer an unusual communication strategy that gave space for discussions with interviewees. The cases of Krombacher and FRoSTA were also chosen because of the companies' popularity among German consumers, which makes the explanation of background information about the company less necessary in the short timeframe of the interview. However, the examples occurred in the beginning of 2000, when social media was not as widely used as today. As a result, the examples itself have not become as popular as they would have become today, in a time in which comments spread virally through social media. This has the advantage that consumers were less biased by previous discussions and opinions of peers and did not know much about the example. It was interesting to examine these real examples, in order to gain insights about the consumers' reactions in a time where social media is dominating. Furthermore, the examples facilitated the analysis of consumers' trust issues since they could express their thoughts and feeling based on a specific example.

3.3.2 Sampling and Participant Selection

Due to the nature of the research question, consumers of the German market were selected as interview partners for in-depth interviews. They are consumers of the German food industry and therefore confronted on a daily basis with different companies, their products, corporate communication and marketing campaigns. The consumers are the ones that are targeted by the companies to buy their products and therefore play an important role. This facilitated the investigation of the German consumer market since they are familiar with that environment.

In order to ensure that the interviews generate rich data, the non-probability sampling design of purposive sampling was applied (Saunders, Lewis & Thornhill, 2012). This means that only respondents were interviewed that fulfilled predefined characteristics (Laerd Dissertation, 2014). One of the criteria was the activeness in social media, since this is the primary communication channel of investigation and respondents needed experience in social media to be able to contribute to the examination of trust issues in that medium. Besides that, it was aimed to find respondents with different backgrounds, in order to provide a wide range of different realities and perspectives on the topic and to facilitate different answers. For example, it was intended to find respondents with different genders, professions, interests and varying level of knowledge of the concept of CSR.

For the interviews, primarily friends of friends were contacted due to the ability to easily reach them while ensuring that the respondents are not too influenced by the researchers since they were not in close relationship. The topic of the interview was only mentioned very broadly when contacting potential interviewees, in order to avoid that they start researching about the topic and thereby influencing the results. To extend the framework of interviewing friends of friend, the researchers tried to approach users of CSR-related groups on LinkedIn and Xing, with the aim of finding additional interviewees, however the efforts remained without success.

There are different opinions towards the sample number in qualitative research. In this research, the approach of theoretical data saturation was pursued, which means that the researchers stopped collecting data when additional empirical material collected did only entail few or no new information at all (Bryman & Bell, 2011). Data saturation was reached after 14 interviews, when the authors noticed that themes were repeated and therefore patterns occurred.

The selected sample of 14 people fulfilled the previously determined research criteria, for example, they presented a fairly homogeneous group. Their ages ranged from 22 to 29. Amongst them were eight male and six female interviewees with varying professions. They were categorized in two groups: Group 1 consisted of respondents with little or no previous knowledge about CSR while respondents of Group 2 had a certain degree of knowledge about the topic CSR. The interviews lasted between one hour and two hours. A more detailed description of the respondents and their context can be found in appendix 2.

The lack of transparency and representativeness is often criticized in qualitative research methods. The researchers therefore assured a detailed description about the chosen sampling method, the sample size as well as the selected samples in the research paper (Bryman & Bell, 2011).

Before the actual interviews, a pilot study was conducted to test the functionality of the research instrument before the actual interviews (Bryman & Bell, 2011). Improvements were undertaken and questions were improved because it was recognized that the previous questions were too detailed and not open-ended enough. The new interview guideline was tested again with another person and an improved outcome was visible due to better phrased open-ended questions.

3.3.3 Conduction of the Interviews

Concerning the conduction of interviews, the interviews were verbally administered as this gave the interviewers and interviewees the possibility to ask follow-up questions or clarify content. This facilitated an in-depth understanding and increased the validity of results. The interviews were undertaken in German since the sample consisted of German consumers and the researchers wanted to ensure that the interviewees can express their thoughts and feelings and understand the questions as good as possible. The language used in the interviews, for example, was adapted to the respondents' knowledge to avoid confusion and misunderstandings (Easterby-Smith et al., 2012).

Half of the interviews were conducted face-to-face as this was the preferred approach. More specifically, face-to-face interviews facilitated rapport, the interviewees' willingness to participate and to give honest answers, and researchers' ability to observe body language (Bryman & Bell, 2011). Another advantage concerned the support material about the two examples used that was presented in form of two PowerPoint slides (see appendix 3), in order to visualize the issues. It was easier to show the material on a laptop than forwarding it digitally because it could be shown explicitly which elements were addressed at a certain point of the interview and to control when content of visual material was shown. Due to the location of the researchers, which was Sweden, German consumers were interviewed who moved to Sweden not longer than one year ago.

The other seven interviews were undertaken via Skype with consumers living in Germany. The decision to conduct the interviews via Skype was due to the limited budget of the research, as well as the convenience of reaching these interviewees within such a short time.

Albeit it is sometimes argued that administered interviews via Skype can negatively affect the trust and thickness of data in research (Bryman & Bell, 2011), the opposite was experienced. In comparison to the face-to-face interviewees, the respondents talked on their initiative without the need to be asked many questions and elaborated deeply on their ideas while stating very clearly their opinions. It was observed that they felt highly comfortable in the medium Skype. The video function created rapport and was used to see the reaction of the interviewees and party allowed to see body language.

Even though group and focus interviews would have been less time-consuming, the interviews were conducted with one interviewee at a time since interviewees might have refused to express their view in presence of others or had adapted their view to others, which would have reduced the validity of the findings (Easterby-Smith et al., 2012). Additionally, more attention was paid to the interviewees' answers, and follow-up questions could be asked.

Both researchers were present in the interviews and took turns in asking questions. This facilitated that they had more time to listen to the answers and think of follow-up or new questions. In case important questions were forgotten by one interviewee, the other researcher could add them. Furthermore, both researchers heard the interviewees' answers, which reduced the subjectivity and bias in the analysis and discussion of the findings.

The researchers had a good knowledge about the research area, in order to uncover new and interesting areas that they wanted to get a deeper understanding of (Easterby-Smith et al., 2012). Furthermore, they were sensitive and skilled to understand the interviewees' views, and helped the respondents to explore their beliefs, which was important when it came to the analysis of what consumers value. When conducting in-depth interviews, the researchers had to obtain the interviewees' trust by demonstrating knowledge about the topic, and the field of research, which gave the impression of being professional and enthusiastic (Easterby-Smith et al., 2012).

For the interviews, a critical incident technique was applied which means that respondents were asked to track back to particular instances in their personal life to explain their thoughts, feelings and opinions regarding the topic (Easterby-Smith et al., 2012). This supported to immediately approach the root of an issue ensuring the relevance of research as well as time-efficiency (Bryman & Bell, 2011). For example, the consumers were asked how they experienced online discussions in social media and how they felt about them, in order to determine the level of influence these discussions had on them. The approach of laddering

down helped "to explore a person's understanding of a particular construct" (Easterby-Smith et al., 2012, p. 129). Questions like 'Can you elaborate on that idea? Would you explain that further? Is there anything else?' were used, in order to dwell on the topic. In order to clarify answers, the researchers briefly repeated and summarized the interviewees' answers in front of them and asked if they had understood the response correctly. This reduced misunderstanding and increased validity of the given answers.

All respondents both in Skype and face-to-face agreed on recording the interviews, which significantly simplified the interviews since the interviewers could concentrate on the actual interview procedure and react to given answers.

However, the applied approach entailed certain limitations: The outcome of interviews depended significantly on "the researchers' personal interview skills [...] and their ability to avoid bias" (Easterby-Smith et al., 2012, p. 136). Furthermore, the data depended on the interviewees' willingness to respond to questions (Alvesson, 2003). This limitation is especially present in this research because of the sensitivity of the topic, which may have encouraged respondents to answer, based on expectations of, for example, the interviewer or society, therefore reducing the researchability. Furthermore, interviewees may not have reflected their own actual behaviour (Easterby-Smith et al., 2012). Examining non-verbal communication was therefore considered to support the understanding (Easterby-Smith et al., 2012). Moreover, conducting the interviews was complex, which made the analysis difficult and time-consuming (Easterby-Smith et al., 2012). However, it was helpful in generating an intensive, detailed examination of the research question (Bryman & Bell, 2011).

3.4 Data Analysis

Since qualitative analysis of data requires that empirical material is "transformed into written text for analytic use" (Polkinghorne, 2005, p. 137), important quotes of the interviews were transcribed, and notes from the observation included. Having recorded the interviews facilitated the analysing process due to the opportunity to allow an accurate transcription, and rehearing the conversation as well as paying attention to body language. Moreover, the researchers got the chance of not only listening to what the interviewee said, but also how questions were answered (Bryman & Bell, 2011). Attention to the interviewees' explanations, but also to what was not said about the perceived trustworthiness of CSR communication was crucial for the research analysis. The most relevant comments for the data analysis were used and translated from German to English.

The data analysis followed a grounded theory approach. Grounded theory is defined as "theory that was derived from data, systematically gathered and analysed through the research process. In this method, data collection, analysis, and eventual theory stand in close relationship to one another" (Bryman & Bell, p. 576). This approach is advantageous for this qualitative analysis as it facilitated the development of theory while following an iterative, abductive process. More specifically, that means that the researchers repeatedly referred back to data collection and analysis. As a result, data sampling, data analysis and theory development were not seen as separate processes but were combined and revised until the phenomenon of trust issues in CSR activities could be explained.

The following specific steps were undertaken in an iterative manner: Empirical material was interpreted and coded to create meaning of it. Since CAQDAS NVivo, qualitative data analysis software, facilitated this process in the researcher's previous projects, it was also applied in this project (Easterby-Smith et al., 2012). The codes built the basis for categorizing and structuring data in a value-adding manner for the research project. Categories of data based on the interview guideline and research questions were created as this "provides [...] an emergent structure that is relevant to [the] research project to organise and analyse [the] data further" (Saunders, Lewis & Thornhill, 2012, pp. 557).

In a next step, relevant chunks of data were attached to the appropriate category or categories (Saunders, Lewis & Thornhill, 2012). If suitable categories could not be found, new ones were created. Afterwards, it followed the "search for key themes and patterns or relationships in rearranged data" (Saunders, Lewis & Thornhill, 2012, pp. 558). The theory developed was compared with secondary literature such as the theory of Fournier and Avery (2011). Based on the findings of the interviews, theory was extended. During the process of analysis, the context of the empirical material was considered and its structure was steadily adjusted to the research question to ensure a useful outcome (Bryman & Bell, 2011).

In contrast to quantitative analysis, such a qualitative analysis was based on subjectivity, which can lower generalizability. However, it was necessary to interpret empirical material to make sense of it. Moreover, qualitative analysis is time-consuming and a complex task but helps to generate a deep understanding based on rich data, which quantitative analysis may not provide (Easterby-Smith et al., 2012).

Secondary literature

The incorporation of secondary literature into this research project increased reliability and validity. Furthermore, "own findings [could be placed] within a more general context" (Saunders, Lewis & Thornhill, 2012, pp. 318). Moreover, secondary data led to "unforeseen and unexpected new discoveries" (Saunders, Lewis & Thornhill, 2012, pp. 318), for example, the theory of Seok Son and Han (2012).

Multiple sources were relevant for the research, especially snap shots, e.g. journals and books. As "data quality" (Saunders, Lewis & Thornhill, 2012, pp. 320) is a crucial factor in secondary literature, mainly articles from journals were taken as main sources, which mostly appeared in the academic data base of Lund University. These were evaluated depending on their currentness and needed to be peer-reviewed as well as referenced in other literature. While articles in journals gave an overview and usually recommended further reading and research, books supported that information with in-depth knowledge. All secondary data was consulted based on the topic of the research questions.

3.5 Ethical and Political Considerations

Research, and therefore knowledge production, is always influenced by politics, meaning "the power relationships between the individuals and the institutions involved in the research" (Easterby-Smith et al., 2012, p. 76). In this project, knowledge that the researchers gained in university courses affected the research direction (Easterby-Smith et al., 2012).

Further major influences comprised academic stakeholders, like Lund University defining the evaluation criteria, but also the respondents who decided on the information wanted to give us (Easterby-Smith et al., 2012). Moreover, the study subject was influenced, for example, by the current research trends of CSR, and therefore faces high competition in research literature (Easterby-Smith et al., 2012). Finally, it is important to consider the cultural context of Sweden where the research took place, since research may be influenced by commonly used research approaches (Easterby-Smith et al., 2012).

Ethics discusses stances on how individuals examined in research should be treated and vary among individuals (Bryman & Bell, 2011). In this research, individuals who were asked for their perception on two examples of CSR and the company's communication strategy could have been affected since the nature of the topic might have aroused emotional reactions and stress (Bryman & Bell, 2011). Therefore, it was emphasized at the beginning of the interviews

that participation is voluntary, interviews were not recorded if not desired, and information treated anonymously and confidential if required (Bryman & Bell, 2011).

Interviewees were asked for permission of all research activities to incorporate informed consent (Bryman & Bell, 2011). However, it can never be assured that all relevant details were mentioned (Bryman & Bell, 2011). An honest explanation about the project lowered deception, but might also have reduced the natural answers since participants are more aware of their influence (Bryman & Bell, 2011).

4 Data Analysis and Discussion

The subsequent unit presents the findings of 14 semi-structured in-depth interviews, which are discussed in the corresponding parts and, where possible, are related to literature. The first section comprises the topic CSR and presents the results concerning trust issues that consumers face when CSR is communicated. In connection with these results, the second part explores the current social media environment. In order to gain an understanding of this environment from a consumer's perspective, their opinion and behaviour is explored first. After that, their perception of the environment is presented and related to the four web-enabled themes by Fournier and Avery (2011). Finally, based on the findings of the interviews, a new dimension is added to this framework.

In order to ensure the interviewees' anonymity, their names were replaced by letters ranging from (a) to (h), each letter representing one interviewee. An overview of the letters related to their backgrounds can be found in appendix 2. The most important statements used directly and indirectly in this report can be found in appendix 4. They are available in the original language German and the corresponding English translation.

4.1 Corporate Social Responsibility

The following section presents the findings concerning trust issues that German consumers experience when companies, especially in the food industry, communicate their CSR activities. The analysis aims to discover findings about consumers' trust issues, in order to give implications to managers that help them to improve their CSR communication.

4.1.1 CSR Communication

The Problem of Defining the Term CSR

The first trust issue in CSR communication concerns the problem of defining the term itself. As the literature review points out, several definitions of CSR exist, which highlights the ambiguity of the term. The results reflect this finding.

A clear distinction about the ability to define the term existed between interviewees. Most of the interviewees (a, b, c, d, e, f, g, h) had not heard about the term CSR before, and connected the term, with for example,

(h) a company's intention to present themselves positively in public

(d) a company [that] has people who only focus on presenting the company online, for example, in social media

These participants clearly related CSR with PR activities or corporate control. Since these associations do not directly relate to CSR, the researchers concluded that these eight participants had a low level of familiarity with the term. The idea of a company taking CSR on a voluntary basis surprised one participant who did not know that (b) *there are no guiding principles for companies* to incorporate a CSR approach. After having explained the concept of CSR to these eight participants, most of them connected the term with the German word 'Nachhaltigkeit', which stands for sustainability. This finding confirms theory suggesting that the concepts are blurred (Monitiel, 2008).

The other six participants (i, j, k, l, m, n) were able to give a clear idea of the concept CSR. They associated the concept with (n) *exceeding the company's goals*, and a trend where (j) *companies are forced to participate because they will not survive otherwise. It should not be used as 'greenwashing' to improve a company's image* but to really be an (n) *honest entrepreneur, who is aware of ones activities, and does not try to fool others and does not cause any negative consequences for others*.

When defining the term, participants not only pointed out the environmental facts of CSR, but also the importance of (l) *developing a strategy to reassure the company's economical continuity and the survival of the company, for example, by assuring a work-life balance for employees*. One statement that mirrors the overall attitude is that being a company that follows a CSR strategy in their activities means

(n) *[...] honestly communicating what my products include, how I produce them, that I pay fair wages, that I follow the law, pay taxes and that I simply follow my responsibility of being an honest entrepreneur. I am supposed to keep long-term contract, and that I only break such a contract when there is no other possibility. It is all about thinking long-term and about having a strategy that does not hurt others.*

Within this group, the participants had a good understanding about how the concept developed and knew about the similarity to Corporate Sustainability. The participants were aware of the importance of the three CSR aspects, and the need for incorporating them in companies' activities. For example, one participant stated:

> (m) *People have started to develop an understanding for the importance of not only looking for profit but also about the environment and its people. With this in mind different concepts and approaches developed, for example, the term Corporate Social Responsibility, Corporate Citizenship and finally CSR, which includes three types of responsibility: economic, social, and ecological responsibility. The goal is to balance those dimensions. However, this is difficult and companies usually have to find a compromise and one area of responsibility will usually gain less attention.*

However, the majority of respondents both with low and high knowledge about CSR criticized the term's ambiguity. For example, one participant stated that (k) *the term is not well defined. It can mean anything*. The research analysis highlights the first issues when it comes to communicating CSR among German consumers, namely the ambiguity of the term and the consumers' lack of knowledge about the term CSR. Hence, a negative association can occur because consumers are not aware of the objective of the concept and see it as image fertilizer.

As seen in the literature, CSR is a topic of growing importance in business and companies are trying to get involved, but trust issues among consumers are considerable and need to be overcome by a clear communication about the terms meaning and the companies goals and intentions when following a CSR strategy. This is of great relevance due to the stakeholders' increasing influence and the development of no longer being an audience of passive receivers of information (Fieseler & Fleck, 2013; Colleoni, 2013).

Consumers' Opinion Towards CSR

When analysing the interviewees' general opinion of the concept CSR, after everyone was aware of the term's definition, it was revealed that the findings can be related to the different levels of CSR knowledge. To clarify the different levels of the interviewees' CSR knowledge and to draw relations between the groups and their trust issues, they were divided into two groups for the subsequent analysis. One group consists of respondents with no or little previous knowledge about CSR (Group 1) and the other one of interviewees who had a certain degree of knowledge about the topic CSR (Group 2).

In general, the participants of Group 1 were critical towards the company's intention behind implementing CSR activities in their company strategy:

(d) *I simply see it as a company's aim to present them as something, which they are not. They only do it because there is a certain pressure, and not because they really want to do it.*

(c) *I like the idea behind CSR, but find the intention questionable. It seems like the company has to improve its image and that's why they are doing something that everyone supports like helping poor children. That is standard. When I read something like that it has a bad aftertaste. Nevertheless I must say that I still think it's a good thing because at least some money is spent and that's the point.*

(f) *I have seen negative examples of CSR in the food industry, for example, Nestlé, which wanted to show off with their pretended CSR interest externally. However, a documentary has uncovered that they stopped caring about their project, which was about water for the third world countries, a year after they started it.*

Another participant had learned that *CSR* (f) *is just a mean of improving the corporate image but actually companies do not undertake related projects at all or silently just close them down after a time* and hence shared the *critical opinion towards CSR*.

One participant believed that (d) *small firms are more likely to be interested in producing local, but large firms do not have an interest in that and they are only concerned about producing at the cheapest price to stay competitive.* Moreover, (c) *those companies are in the spotlight and want to be seen as socially responsible.*

Negative examples of companies who were apparently involved in CSR activities, but misused this status for corporate profits and image fertilizers made it difficult for participants in this group to lose their distrust and criticism towards CSR. This makes it challenging for companies to communicate their CSR activities so that the consumers perceive them as credible.

Participants of Group 2 were also critical and believed that (k) *companies do not pursue CSR activities with large interest, but just use them to keep up appearances.* Moreover, the belief existed that (l) *companies often use CSR and turn it into 'greenwashing'. They highlight ecological activities in marketing to distract from aspects that are incorrect.* Additionally, the fact that (k) *it is still often a process that is not well grounded in the company's organization and needs to receive more attention in various department,* was criticized.

This criticism can be found in literature as well, where some researchers agreed that consumers perceive CSR activities as image fertilizer to be seen as socially responsible and to enhance brand image and sales (Kesavan, Bernacchi & Mascarenhas, 2013; Lyon & Montgomery, 2012; Jones & Nisbet, 2011). Also, the widely discussed concept of "greenwashing" (Werther & Chandler, 2011, p. 109), which is often mentioned in the context of CSR, was mentioned on the initiative of the interviewees while the term "window dressing" (Sprinkle & Maines, 2010, p. 446) was not stated at all. This aligns with the literature where the term is not widely used.

Though both groups were critical, both also voiced an interest in supporting companies who become involved in CSR. In Group 1, for example, one participant (a) *rather buy[s] products from companies who are for example, operating with solar energy and invest in this area.* Another participant supports companies in the food industry who adopt CSR (f) *because it makes them more attractive if they get involved in socially responsible projects to do something good, for example, by communicating the heritage of their products as well as supporting employees throughout the supply chain, and to assure them a fair work-environment and payment.* Some believed that (c) *it is better than doing nothing,* and (e) *if every company would participate a bit, then the world would be a better one.* Furthermore, according to one interviewee, companies can be trusted because (a) *public authorities check them. If companies commit a mistake and it gets public, they will never get out of that.*

The interviewees of Group 2 shared the opinion of one participant that (m) *not only the economic responsibility, but also the environmental and social responsibility become more important [and that this is] a topic that will develop more and more in the future and will gain in importance.* Trust in companies was mentioned as being necessary, for example:

(l) *Companies have the goal to make profit, and in the end the main objective is money. But we have to give them the chance to react. They often face very structured organizational processes, employ many employees and take responsibility for them, which makes it impossible to change every process ad hoc.*

4.1.2 Trust Matters?

The Lack of Relation Between CSR Activity and Company

The interviews revealed that the CSR activity itself could lead to communication issues since it determines the CSR-related content that is to be communicated. It was mentioned that (k) *CSR activities have to be related to the product, otherwise [the consumer] does not believe the companies because it does not become clear what CSR helps for*. This issue was especially expressed when discussing the Krombacher case. The discussion exposed that the CSR project needs to match the company and its products, in order to be perceived as trustworthy.

There was only one participant in Group 1 who did not (n) *consider it to be a problem that Krombacher and the rainforest do not match with each other*. In contrast, there was a consensus that there is a lack of relationship between Krombacher and the protection of the rainforest. Participants from both groups commented:

(n) *Drinking beer and saving the rainforest is not related at all*.

(k) *Where is the relation between Krombacher and the rainforest?*

(j) *There is a lack of relation between the rainforest and beer. They could have found a more convincing project*.

It is striking that eight of 14 interviewees addressed the lack of relationship between the company Krombacher or its product, and the CSR project of protecting the rainforest. All of them came up with the topic by themselves and were not explicitly asked for their view on the match between a company, its product, the CSR project, and the effect on trust. It was suggested to create CSR projects that relate to the ingredients of the corporate products. According to the interviewees, this increases the relevance of the projects and makes them more convincing because the company reduces the negative impact that is has done to the applied resources.

These findings can be related to the 'Seven Sins of Greenwashing' (TerraChoice, 2010) that are presented in literature and have a negative impact on consumers' trust. More specifically, the 'Sin of Irrelevance' relates to true information that is not relevant in the specific context. Literature suggests that when communicating the goodwill of CSR, the fit that consumers need to perceive between the sponsoring firm and its CSR activity has to be given (Seok Son

& Han, 2012). The higher the perceived fit between the two is, the more likely the consumer is to have a positive attitude towards the CSR activity, and thus will justify it, and is unlikely to generate counter-arguments (Seok Son & Han, 2012). Since no 'explanatory link' was given in the Krombacher example, the consumers desired an appropriate communication strategy (Seok Son & Han, 2012). The findings show that consumers are looking for a 'relational communication strategy' (Seok Son and Han, 2012), which is applicable when there is a high fit between the CSR activity and the company's strategy, and hence the communication goal is to emphasize positive attributes of the sponsoring firm and its connectedness to the chosen CSR activity.

The researchers aim to illustrate this relationship by having created figure 2. It shows the relation between company, product, and the CSR project. The company is the fuel of the project and determines the CSR project. The project has to match the company, in order to be perceived as trustworthy by consumers. It affects the perceived trustworthiness by consumers, which then impacts the company.

Figure 2: Relation Between Company and CSR Activity
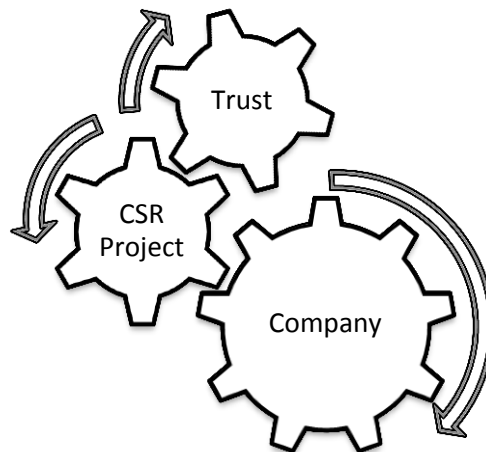
The Lack of Impact of the Project

In addition to that, it was revealed that consumers have to perceive a significant impact of the project, in order to avoid trust issues in the CSR communication. The impact of Krombacher's rainforest project was criticized throughout the interviews. Several interviewees of both groups revealed that (i) *the rainforest project does not make sense at all. In order to protect as much rainforest as it is cleared every day, one would need to drink thousands of beer*

crates every day. It was shown that consumers had educated themselves about the related CSR issues. For example, one participant read an article about the Krombacher project:

(h) *It explained how useless the project is when considering the negative impact that the production of the beer crate caused on nature [...]. It said that even the production of it destroys the rainforest. Those impacts are bigger than the effects of saving 1 m^2 rainforest per beer crate.*

The participants' comments showed that consumers were knowledgeable, critical, and aware of the project's impacts. This is why they demanded from companies to engage in projects that have an impact on the different CSR dimensions and that they cannot only use it as image fertilizer or a medium for promotion. If the project is not well-chosen and the consumers perceive the impact on CSR as low, there is no well-established base for a trustworthy communication:

(j) *Krombacher should explain why they chose the project, why is it necessary and what impact does it have?*

This aspect is necessary to convince consumers about a company's CSR effort, and is discussed in the following section.

The Lack of Specification in a CSR Project

Another issue that, according to the interviewees, leads to discrepancies between CSR activities and trust is the lack of specification in CSR communication. These concerns regarding a CSR project's vagueness often occurred when discussing the specific example of Krombacher:

(n) *I would prefer a more specific project, [in order to] get a clue where the CSR project is undertaken, and what has been done.*

(h) *Simply saying that they are protecting the rainforest in Africa is too vague. Africa is an entire continent. They could talk about a specific village where they save the rainforest to create a deep relationship with the consumer and the actual project. Actually, an idea that is probably difficult to arrange would be if someone from the company knows the village, or has even been there and could be the representative of the project. I think this would really make it more authentic.*

The information that 97 million m^2 rainforest were saved led to considerable criticism. The major argument, supported by several interviewees, was that:

(a) *97 million m^2 seems to be very big, but actually it is not. It has to be seen in relation to the actual size of the rainforest and how much has already been deforested.*

(m) *They should recalculate the number to km^2, add figures about the yearly deforestation, and finally put the numbers in relation to what the WWF has already saved, and how much of that is thanks to Krombacher. 1 m^2 is not a lot compared to the amount of soccer fields that are deforested every day.*

Vagueness, an issue that affects trust, can lead to perceived 'greenwashing'. This is also stated under the 'Seven Sins of Greenwashing' (TerraChoice, 2010, p. 10). In literature, it is presented as the 'Sin of Vagueness' meaning information that lacks definition.

According to the interviewees, there was a lack of information if Krombacher saved 97 m^2 on its own, meaning that they sold 97 million beer crates, or if the WWF contributed to this achievement. Other doubts that were raised by interviewees (j, k, n, d, g, i, j) concerned how the rainforest will be saved and how much has already been saved since the start of the campaign.

One participant shared the above mentioned transparency issues, but added the concern that (f) *it will be difficult for Krombacher to communicate all this information on a poster or on other information material [since] the company cannot add a long informing text.*

The Lack of Proof of CSR Achievements

When companies get involved in CSR activities they often face criticism from consumers who censure the lack of proof that they receive about the project's status and development, making it difficult for the consumer to trust these activities. The overall opinion between the two research groups was that transparency, verifiability, and long-term strategies are crucial to assure trust. The reason for it is that (n) *if an identifiable strategy exists, which is maybe even three steps ahead of the criticism of the media, then it is trustworthy.*

The issue of verifying given statements was vital for the interviewees, and with regard to the Krombacher example, non-existent in the commercial. First impressions were, for example:

(d) *How many beer crates did Krombacher finally sell? Is the message '1 crate of beer = 1 m^2 rainforest' true? It does not say whether or not they are actually doing it.*

(e) *I am missing a precise proof of the activities. Without them it primary appears as a marketing strategy, and only at a second thought I consider it as being something that the company really wants.*

(g) *The company itself manages the commercial. If it is not transparent and verifiable enough, the question of whether or not this project only exists on paper or in reality appears.*

One interviewee added the importance of showing examples about (b) *what has been achieved already and how much is missing until the goal is reached,* and would like to be informed about the different stages of the project. It was further voiced:

(b) *A goal such as rescuing the rainforest sounds utopian. However, if they start off by saying that they save the rainforest in a particular village, it sounds more realistic and thought through.*

According to some interviewees, verifiability is fundamental when executing and communicating CSR activities. While in the traditional media environment, the consumers' request for verifiability is difficult to fulfil, the current Web 2.0 facilitates the communication between consumers and companies. In the present age, consumers can demand proof since there is a possibility for two-way communication. Especially with regard to the social media platform, the flow of information is not one-way, push-based and interrupt-driven anymore (Winer, 2009; Akar & Topçu, 2011), but social media is an interactive tool, in which the consumer has gained power and increased control in the flow and accessibility of information (Winer, 2009).

Another aspect that was mentioned throughout the interview in regard to verifiability was the need of information about how the company actually spent the money they raised throughout the project:

(l) *I really think that the consumer should request information about the way Krombacher spent the money, for example, on their website. As a result, the campaign's trustworthiness is increased.*

Furthermore, it is claimed that (g) *it would be nice to know if the money was actually donated and used for the project. This could be easily done by showing the remittance slip of the*

yearly turnover for the rainforest project. The opposite was stated by another interviewee who (h) *believe[s] Krombacher enough that they will donate the money without further proof*.

The previously presented topic is also covered in literature. It appears in the 'Seven Sins of Greenwashing' (TerraChoice, 2010, p. 10) as the 'Sin of No Proof' describing information that cannot be proved by third parties.

In the Krombacher example, the company cooperated with another party: the WWF to save the rainforest. Part of the in-depth interview was to understand the interviewees' opinion of Krombacher's intention when cooperating with this organization. Participants of Group 1 were not aware of the scandals that WWF had faced lately. They described the organization as one that (c) *offers trust because it is a big organization*, and (a) *a world-wide operating organization that did not have any scandals so far*. A further interviewee pointed out the need of such an organization that gives the project authority and as they only participant of Group 1 criticized the choice of cooperating with the WWF:

(c) *The involvement of the WWF does not convey trust, I rather believe that the WWF is also profiting from this commercial. It is maybe just an interstation for the money, but no organization that increases my trust in this project. A notary would have had a different impression, because he has a legal binding.*

The interviewees of Group 2 were aware of the recent WWF scandals, which might have been the reason why the majority of them questioned the benefits of using this organization for the campaign. For example, it was voiced:

(k) *At first sight, it seems like a wise decision. Two years ago, where I was already interested in this topic, I would have probably encouraged this decision. However, now I know how their approach of 'saving' the nature looks like in reality. But in the end one can criticize everything.*

Two participants agreed with this statement, and one categorized WWF as an

(n) *equivocal firm and not everything they do is always the way it should be, hence, I cannot say that choosing WWF was a very wise decision from Krombacher. Furthermore, I see it as a marketing campaign and cannot trust the organization and the brand.*

Participant (l), on the other hand, judged the cooperation with the WWF as a way to increase trustworthiness. The campaign was questionable if there were no intermediate between Krombacher and the campaign realization. According to another respondent, working together with a (m) *non-governmental partner [...] increases trustworthiness*.

Moreover, interviewees suggested providing documentation in form of a video conducted by an external instance, to assure credibility. Examples for these trustworthy instances are German TV channels Arte and ZDF. For example:

(k) *It is important that the opportunity for those channels exists to make a video or documentation about the project to assure that the company has nothing to hide. This assures credibility.*

(l) *The transparency has to be assured. As a company it is important to not be afraid of demonstrating how internal processes work. A company can show their facilities, give information about wages that they pay, show from where they acquire their raw material etc.*

Analysing the given comments and views on whether or not to choose an organization as an intermediate expresses the company's need to carefully evaluate the potential organization and its image among the population. The idea of choosing a partner to cooperate with during the CSR project, most likely a NGO, was perceived as positive and a way to increase trustworthiness among consumers.

The third aspect that assures trustworthiness is the existence of a long-term strategy in the CSR project. The interviewees felt a need for assurance that the supported CSR project is of long duration. This was also underlined by them requesting information about for how long Krombacher protects the rainforest, and how they will assure the stated duration.

4.1.3 FRoSTA vs. Krombacher: A Comparison

In the following, the two examples FRoSTA and Krombacher that were discussed in the interviews are briefly analysed.

When discussing the company FRoSTA, which offers frozen food without additives, it was striking that interviewees of both groups perceived the CSR activity as credible and convincing. This was mainly due to the existing relationship between CSR activity and company. For example, it was stated:

(c) *It is a great idea to leave out additives in food products because it fits to the product and especially deep frozen food is often criticized for chemicals and artificial ingredients.*

This supports the statement in literature that an 'explanatory link' "connects the firm logically to its CSR activity" (Seok Son & Han 2012, p. 135) and therefore increases its trustworthiness. FRoSTA uses a 'relational communication strategy' with the goal to emphasize positive attributes of the firm and its connectedness to the chosen CSR activity.

Another explanation why consumers have a highly positive attitude towards FRoSTA's CSR communication is the interviewees' concern and interest in health.

(b) *I am concerned about the food I eat. Too many additives harm my body.*

(k) *Eliminating additives in a product is a buying argument for me.*

(m) *I know that FRoSTA does not have any additives in its frozen food [...]. I actually started to buy it when I heard about it, because I also like the fact that it states exactly which ingredients the food has, and they highlight the fact that they avoid additives.*

In contrast, interviewees perceived the CSR communication of Krombacher less trustworthy due to the issues that were previously mentioned in the analysis. The interviewees offered suggestions to improve credibility of the project by aligning the CSR activity to the company. The majority of propositions concern the ingredients that are used for the production of beer, and no difference between the opinions of interviewees of Group 1 and Group 2 existed:

(n) *Drinking beer and fresh water preparation would be a lot more convincing than planting trees and drinking beer.*

(h) *Why does Krombacher use the rainforest? Beer and rainforest are not related at all. They should find something that relates to the company, otherwise it is just promotion. Why do they not engage in the protection of ground water, or just the ecological cultivation of hops? This would at least signalize that Krombacher has an official interest in those resources and links the project to their company, which then leads to synergy effects.*

Further suggestions on how to increase the fit between CSR project and company to improve the trustworthiness of CSR communication concerned the aspect of regionalism.

(b) *To me, the regional aspect is important because it helps to avoid a long transportation route*.

In the light of regionalism, (k) *transportation* is considered to be important and with a focus on regionalism (b) *long transportation ways can be avoided*.

In conclusion, in both examples the relation between the CRS project and company plays a major role in the perceived trustworthiness of CSR communication. Using sustainable ingredients was highlighted as suitable project in these two examples taken from the food industry as well as the aspect of regional projects.

An Overview of the Mentioned Trust Matters

The previous analysis shows that the base for CSR communication is the CSR activity that is to be communicated by the company. It shows that a lack of trust into CSR communication occurs, when the CSR activity is not related to the company or its products, does not have any impact on the claimed dimension, is not specified enough, and no proof is offered for the execution of the activity. Moreover, in order to achieve that consumers understand the CSR related messages of a company, consumers have to be provided with the necessary knowledge to understand the communication, for example, what the term CSR means for a particular company or what can be reached by their CSR activity. These relationships are graphically illustrated by the researchers in the subsequent figure:

Figure 3: The Columns of Trustworthy CSR Communication
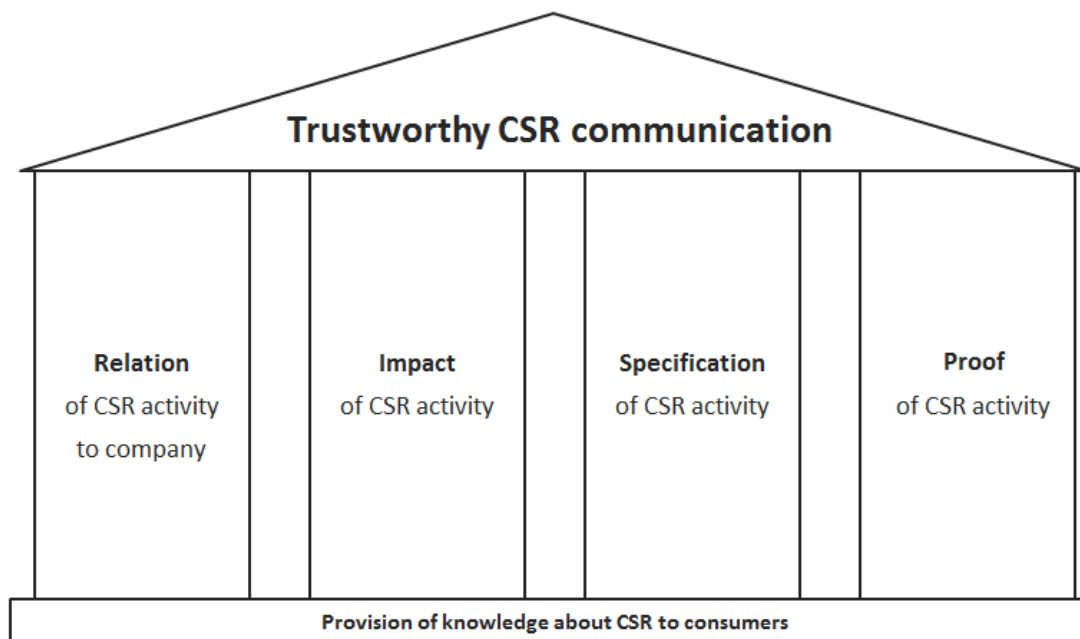
4.2 Social Media

At the present time, social media is an attractive channel for companies concerning CSR communication, because of low cost and high global reach due to the great amount of consumers that are active on a daily basis (Chrisodoulides, 2009). However, it offers even more challenges for the communication of CSR due to the characteristics of the technology, which is why it needs to be explored.

In the following section, the findings from the interviews about the dynamic social media environment are presented. Firstly, an overview is given into the interviewees' comprehension of social media as well as their attitude and behaviour in this communication environment. This helps to understand the interviewees' context and provides a base for exploring challenges in regard to CSR communication in social media. After that, specific challenges concerning communication in social media are discussed by connecting the findings to literature, particularly the four ages of Fournier and Avery (2011). Finally, the researchers add 'The Age of Interaction' to current theory, in order to present a further important facet of the social media environment that was discovered in the interviews.

4.2.1 The Concept of Social Media

In the second part of the interview, the interviewees were asked for their connotations with social media and their understanding of the term. This helped to explore their view and knowledge, and ensured that the interviewee and interviewer deal with the same topic. When analysing the results, it was striking that nine (c, e, f, g, i, j, k, l, n) out of 14 participants associated the concept with *Facebook*. For example:

> (e) *I think about Facebook because the company has shaped the term [social media] so much. Formerly, I was also active on other platforms, but Facebook has monopolized everything.*

Other associations mentioned concerned (g, h, n) *communication* and (c, k) *information* or social media as being (n) *just another step in the communication technology*. One interviewee with a technical background gave the most precise definition and showed good understanding:

> (e) *Social media is a platform on the Internet, on which people exchange their private life. That does not necessarily have to take place on Facebook, which belongs to Web 2.0 and happens in real time, but also on forums, in which contents are spread slower und people have only limited access.*

Interestingly, two participants stated that social media concerns the way of (b) *how media is designed* and (c) *how media affects people*. When the interviewers clarified that they wanted to discuss Internet-based applications for communication, the interviewees clarified that this concept for them is embraced by the term (b, c) *Social Networks*.

To summarize, the interviewees presented a clear comprehension of social media, whereby two interviewees rather connoted the concept with *Social Networks*. Facebook was seen as the term-shaping platform.

4.2.2 Opinion Towards Social Media

Most of the interviewees had an ambivalent attitude towards social media. They recognized the possibilities this technology can offer but also saw the disadvantages that come along with it. Concerning benefits that social media can have, respondents (c, d, e, f, g, h, j) mentioned the improved communication with people on a global scale. Participants considered updates, both from and to many people at the same time, as a huge advantage. Additional functions such as the organization of events the ability to access groups, the exchange of content and the ability to tailor what updates are desired were underlined as a huge benefit. As a result, social media was considered to be more convenient than traditional media.

However, the participants also mentioned downsides of social media such as the publicity of personal information and the danger to lose personal contacts over virtual ones. Moreover, the high expenditure of time needed was pointed out as well as the underlying pressure to answer to messages.

In sum, the overall impression of the interviewees' attitude towards social media was positive, however to a certain extent weakened by the presented doubts.

4.2.3 Platforms

Facebook was identified as the platform that is the most used among the interviewees (c, e, f, g, i, j, k, l, n).

> (i) *Facebook. Peer pressure [...] everyone uses it. That is also the only platform that I use [...]. I do not have Twitter or Instagram, for example.*

> (b) *I am at least one hour a day on Facebook. I only use Facebook.*

An exact overview of the platforms used can be found in appendix 5.

However, the usage of certain platforms changes, which shows the dynamics of the environment. Certain platforms that were used earlier, such as (l) *MySpace* and (e, k) *studiVz* have lost their attractiveness and are not used anymore.

It also becomes clear that different platforms fulfil varying needs. For example:

> (l) *I have Facebook and Instagram and LinkedIn. I like LinkedIn because there is not so much slipslop and it gets to the point. I use Xing for spying people. I am a hard core blog reader since 2008. I read much about lifestyle, not about outwardness. I take a look at YouTube because it is a good medium to easily show something visually. YouTube is rather commercial, but there is also Vimeo. It is a bit more alternative and artists use it, but it is not so common yet. I know Twitter, and also MySpace but that one does not really exist anymore. I know Pinterest as well. I am not active in forums. If I look for a topic, I end up on blogs and take a look at the discussion in the comment function. I find that especially interesting because a real conversation develops, which one can follow. Mostly, exiting stories develop and it is more diverse. One can see different perspectives of people. Additionally, there are pictures and videos in a blog and there are many possibilities to talk about bundled content. In a forum one just asks a question.*

In general, participants had different intentions for using various platforms, which shows that there was no consensus about which platforms the most suitable for a specific type of information.

4.2.3 Behaviour in Social Media

The interviewees spend a considerable amount of their time with social media and hence describe it as an (j) *addiction*, a (d) *large part of his life* or even (h) *the centre of life*.

The majority of interviewees consisted of rather passive users who preferred to read the content than to post their own status, comments, photos, or share other content. Most importantly, they were looking for information. Some people (c, d, f, i, j, k, l) liked pages on Facebook to stay updated on topics of their interest. Thereby, many (c, d, j, l) subscribed to newspaper pages or companies that they are interested in, for example, for their career. Four participants (e, i, j, l) pointed out their little experience with liking companies and products.

Motives for presenting oneself in social media were the desire to (j) *show off*, (g) *self-presentation* and to make others (g) *jealous*. A contrasting motive was the aim to (l).

consciously like a lot, in order to give people an impetus and start a dialogue about issues Finally, active usage rather takes place in terms of private messages and closed groups.

In conclusion, interviewees spent a high amount of time in social media, however rather reading than creating content. The motives for rather active usage of social media tools varied from self-representation and inciting others to doing something good.

Company and Product Search

After having determined the interviewees' attitude and behaviour in social media, it was desired to dwell into the topic of CSR communication in social media. In the interviews, the topic of platforms for information about companies and products was raised by the interviewers, in order to gather information about the suitability of corporate communication in social media. Two participants specified that they search for information in a traditional manner, which means on the packaging:

> (n) *I search the information that I want to have about new food products, on the back of the packaging because it is prescribed by law to state what the product contains.*

Other interviewees prefer new media, for example, the *corporate website* (a, e). Interviewee (e) argues for the *better and more recent information* (e) while another participant argues:

> (b) *The information given on the website is available globally. That means they must have thought about it well.*

What interviewee (b) means here is the fact that the company has to take responsibility for the information that is given and that makes it more trustworthy for her.

In terms of social media, participants (a, d, f), liked companies on Facebook either because they liked the company in general and want to get updates and information, or because they had a personal relationship with the company and were interested in information. For example:

> (f) *I like companies on Facebook. If I like their official page, I assume that they provide credible information, which I can trust.*

> (a) *I have already liked companies on Facebook. However, only companies I know, for example, of friends or my own, in order to raise awareness for them or gather information.*

Two interviewees (a, b) reasoned that they are not very interested in product information of non-personal related companies on Facebook because for them it is primarily a medium to stay in touch with friends and not for product information and advertising.

Other participants (b, e, g, i, j, l) stated a low experience with corporate communication in social media. Two interviewees (e, i) specifically stated that they had not considered social media when looking for information about a company or product and some (b, g, i) mentioned that they had not followed pages of companies and products on Facebook.

Participants (a, d, j) were generally not reluctant to corporate information, as long as the information was not commercial and addressed a topic of interest. For example:

> (a) *If there is information on the website that interests me, for example, where products come from, how they treat their employees etc. I would also like to learn about that on Facebook if they are active in social media.*

> (d) *I would only be interested if they had something respectively new, however, no information about discounts.*

> (e) *If CSR information in form of a commercial banner would pop up on Facebook, I would directly ignore it.*

The level of information desired from a company in social media was specified by two participants who mentioned:

> (a) *If I like a company on Facebook, I want to receive information on a regular basis, no spamming. Regularly could mean, for example, every 3 days. I would like to receive information about new products, what the company does, what changed, etc. I would also partly share those things, but I would not want to spam other people with this kind of information.*

> (d) *I do not want to get information every day, once a week is sufficient.*

In terms of sources for product and company information in social media, interviewees also look at review pages, discussion forums, and blogs to read about personal experiences with products because those are independent of companies and therefore are considered to be more trustworthy. For example:

(h) *When searching product information, forums can be helpful. I mostly look for technical stuff. In forums, there are people who engage in certain things which quite well replaces or expands the manual. In forums there are nerds, who dig into things and find stuff, which companies do not find or do not want to admit. There I think it is very helpful.*

Further findings show that participants also use search engines and Wikipedia for product information because a third party ensures credibility:

(g) *I think if I would look up a product on Facebook, then it is possibly marketed by the company itself. Und for me that is no independent experience sharing, I would say. If I would search it in Google, and different users offer their opinion, then it is rather objective and if I want to buy a product, then I do not only want to hear the sugarcoated version, but also the disadvantages of a product.*

While this quotation also shows that information is looked up when making a purchase decision, some interviewees (b, h) rather look for information after having already bought the product, in order to get related information.

(b) *If it says on the packaging that there is more information on, for example, a blog as in your example FRoSTA, however, I would rather do that afterwards.*

In conclusion, social media such as Facebook is primarily considered a communication channel for personal and not corporate activities. However, the interest for information about companies and product is given, as long as they do not concern commercial activities and rather personal experiences are shared.

4.2.4 Ages Describing the Online Environment

In the following, the interview findings concerning the social media environment are discussed. Since they are present in the literature of Fournier and Avery (2011) who suggest four web-enables themes, also known as ages, they are presented based on their structure. However, their framework relates to the online environment in general and results of the interviews reveal the need to add a new dimension to the framework, which forms the last step.

The Age of Transparency

In the interviews, transparency issues were discovered as a main theme in social media. Firstly, it was established that the nature of the Internet, in which social media is situated, has facilitated the transparency of communication. For example:

(e) *I my opinion, the Internet offers many possibilities, in order to improve the level of transparency concerning communication.*

(b) *The information given on the website is available globally.*

As mentioned previously, interviewees do not want to divulge information about their person. However, transparency is considered to be an important requirement for corporate communication by consumers. For example, concerning the Krombacher example about CSR communication, it was clarified:

(l) *Transparency has to be assured. As a company it is important to not be afraid of demonstrating how internal processes work. A company can show their facilities, give information about wages that they pay, show from where they acquire their raw material etc.*

(g) *If [the advertising] is not transparent and verifiable enough, the question of whether or not this project only exists on paper or in reality appears.*

The last statement underlines that a lack of transparency is perceived by consumers as negative since, especially in the context of CSR, it questions the existence, and consequently also the legitimacy of a project or corporation. Even though the social media channel has the potential for high transparency, it has not been fully exploited by corporations yet.

In terms of transparency, consumers (b, c, d, e, g, h, j, n) stated a convenient way of receiving information through social media. Two interviewees clarified:

(c) *I have subscribed to newspapers, because otherwise I would forget to look up current information [...]. [Social media is an] information source [...]. [You can] select about which field you want to be informed.*

(j) *I like news pages, especially from abroad, to stay updated.*

The topic of concern is that users in social media can choose to 'like' pages of their interest and automatically receive updates about the subject, for example, on Facebook. This makes it convenient for them to receive information tailored to their interests, worldwide and in real-time. As a result, they do not have to make the effort to look for information themselves anymore.

This can be related to the fact that there is so much information available that consumers perceive as difficult to decide what information to use and how to process it. For example:

> (k) *One does not have the energy to check all information available. Sometimes I just close my eyes and just choose something.*

Information that is not only offered by companies, but also aggressively pushed to the consumers, is perceived as spamming. For example:

> (a) *I want to receive information on a regular basis, no spamming. Regularly could mean, for example, every 3 days.*

Furthermore, the richness of online information and the simplicity for users to post incorrect information weakens the credibility of online information that is not explicitly shared by the company itself. Hence, the need for information about companies' activities must be realized and a trustworthy communication strategy developed.

> (c) *There is much rubbish in there. One does not know the source.*

This research's findings match with the ones in the literature where Fournier and Avery (2011) describe the Age of Transparency which underlines the availability and convenient access to information on the Internet. These opportunities empower the consumer in the online environment, in which a 24/7 access exists. Corporations cannot hide anymore and have no influence on the often uncensored comments that consumers post in social media (Roper & Fill, 2012).

The Age of Criticism

The transparent social media environment gives the consumers power to leave comments that can be accessed by users worldwide. As described in the literature review, users are aware of the power they gained in social media to voice their opinion. This research puts a strong focus on the consumers' power and their intentions when using it. At first, the interviewees'

behaviour and intentions when leaving comments are analysed. After that, it is explored how consumers evaluate the effect of their stated criticism in social media on companies.

In general, the interviewed people in this research were passive users of social media and described themselves as mainly being the ones who look for information online, but are less active when commenting.

(i) *I only left comments when I was really dissatisfied with a product or service, or when it was the other extreme [...] when it exceeded my expectations*.

The social media environment was described as being anonymous and hence (c) *comments could be very evaluative and extreme*. More specifically, it was voiced:

(b) *The freedom of the Internet includes the possibility to leave comments without any further thoughts about the reaction that they may cause. It eliminates the necessity to say it to someone directly*.

This anonymity as well as simplicity (c) *to just quickly leave any comments*, is seen as being the decisive factor for the extreme comments that are shared online. Personal reasons that lead to sharing criticism online were (a) *the need for recognition, self-expression, (n) [...]attention [...] deliberate provocation [...] boredom* and the wish to (a) *warn others*. Furthermore,

(c) *[p]eople write comments to get acknowledgement. That is what everyone wants. One likes the person who shares the same opinion better*.

Interviewees (c, m) valued the possibility to leave comments with the intention to give feedback to the companies, hoping that they use it to improve their products or service. Other reasons for leaving comments were (l) *to get in touch with people with similar interests and opinions*. Three participants believed that this was a way for consumers with little knowledge to create or shape an opinion, and to take a look at the topic of interest from a different perspective.

The respondents believed that they have a high influence on companies when commenting in social media. An interviewee who has professional expertise in the area of social media confirmed that comments have a high influence on companies, and stated that some companies use social media tools to be aware of 'shitstorms' and to be able to react in a timely manner:

(j) *Big companies have a high interest in social media tools, and even use it on the weekend. Smaller companies usually only use it to stay updated and to see what people think about the company. Big companies react to negative comments. The smaller ones usually do not, because they hope that people will forget about it after a while. They are afraid of confronting the topic to raise attention of the topic, and to cause a 'shitstorm'.*

Additionally, the participants believed that the pressure they put on companies by leaving critical comments could lead to product or service changes.

In the determination of how credible comments are in social media, it became apparent that the interviewees do not trust single comments, but are looking for patterns, for example, in product reviews. The following statement summarizes the general attitude:

(k) *Nowadays, there are so many products and new innovations that are introduced. It becomes impossible as a consumer to make a decision, and one does not have the energy to check the information available. Sometimes I just close my eyes and just choose something, and then comments become less relevant, because I am already overwhelmed with the product choice. If I also want to check all the comments, then I am completely lost.*

The firstly presented findings of the previous age align with Fiseler and Fleck (2013) who propose that the majority of users in mass media is passive, and social media explicitly targets the interaction-seeking people, who can be used as opinion leaders for the mass users.

These opinion leaders are aware of the empowered role that is also addressed in literature (Cova & Pace, 2006; Hannah, Rohm & Crittenden, 2011). Some consumers of this research have awareness about their role and the desire to be able to comment to signalize their opinion. Triggers for commenting comprise distrust, criticism, and satisfaction, which usually concerned rather strong opinions.

On the other hand, they increasingly have the feeling of being overly informed by an accumulation of comments. Extending the previous analysis from the Age of Transparency, the information overload that is now also caused by an overload of user comments, is an interesting aspect that has not been discussed by Fournier and Avery (2011) in their analysis of The Age of Criticism.

The Age of the Social Collective

The Age of the Social Collective is of interest to the research question because it brings the previously discussed topic of the empowered consumers and the influence of their criticism one step further. The Age of the Social Collective focuses more on the consumers' intentions of searching for a group with common interests.

The findings of the interviews stress the desire of consumers to search for groups online to find like-minded people that share the same opinion and are interested in exchanging comments. The participants' overall opinion was that these users could not find these particular people in their offline contacts:

> (c) *Online communities develop due to the opportunity to like a page or status, and hence, users can see who else shares the same opinion. How often do you get the possibility to talk to so many people with the same opinion in the offline environment?! No matter how extreme ones opinion might be, online everyone can find like-minded people who share the same opinion or simply like it.*

On the other hand, comments point out the power that these groups can have in the online environment. Critical comments involve the possibility for groups with very extreme opinions and intentions, to reach and influence many people in a very short time, and hence are likely to increase the number of members. One other participant states that

> (e) *people look for a platform with like-minded people when they are upset. They want to share their thoughts and opinion and receive feedback from others. I believe that people often found each other in online forums, and started a campaign to raise attention of the topic.*

The findings of the research strengthen the users' longing to find people with the same opinion or interests. This is why they go online on platforms such as forums and blogs, since they are very topic-specific. Furthermore, blogs are perceived as being a platform where (g) *experts talk about a specific topic and offer help when consumers have specific questions.* These experts are not meant to be the companies, but individuals who are perceived to have a relatively deep knowledge about a certain topic.

> (l) *Companies are starting to realize that consumers do not live behind the times, but that they are looking for like-minded people, pair up, talk about a topic, and eventually take action. There are more and more people who educate themselves, and*

voice their opinion. This can be dangerous for companies if they keep underestimating the power of a group of people. If they want to exist in the future, they should listen to them more often.

The findings from the interviews align with the findings of Fournier and Avery (2011) who highlight the consumers' desire to join online communities, in order to develop virtual connections among people with the same interests. The result that companies need to be aware of the power of online groups fits to the findings of Cova and Pace (2006), who state that companies can loose part of their control over a brand, if online groups try to re-appropriate it. The research findings of Age of the Social Collective highlight the companies' need for recognition of these online communities, and their reaction to it in an appropriate manner.

The Age of Parody

This research included an analysis about the interviewees' perception of online parodies, in order to analyse the relevance that this age could have on CSR communication. The analysis of the participants' perception is kept short, since the relevance of this age for answering the research question is considered as being low.

The participants' knowledge about parodies was high, since everyone knew that parodies intend to change the original message in a funny or critical way.

> (a) *I like parodies because they stay in the viewers mind for a while.*

The overall attitude was positive towards parodies, since it was considered to be entertaining. However, the interviewees were critical towards the idea of sharing content. This stance was recognized throughout the research analysis and reduces the simplicity for companies to share viral content. Nevertheless, participants stated that they would share content that is extremely funny and makes the receiver laugh. Since interviewees stated that they would not look up information about the food industry, parodies are useful for companies to quickly gain attention, an aspect that the researchers perceive as being necessary, especially for food companies in Germany. An example of such a video was given by one participant (e) who referred to the EDEKA parody, which went viral and increased awareness of the food chain in Germany.

A Modified Framework for Corporate Communication in Social Media: The Age of Interaction

As presented before, Fournier and Avery (2011) suggested four web-enables themes, in order to describe the different landscapes that companies have to face online nowadays: The Age of the Social Collective, The Age of Transparency, The Age of Criticism, and The Age of Parody. Even though their theory addresses the online environment in general, these ages were not only addressed in literature, but also in the interviews about social media. However, in terms of social media another topic was emphasized, which has not been addressed by Fournier and Avery (2011) yet: the ability to react and interact.

The ability to react and interact is not only seen as a possibility in social media, but also as a requirement voiced by some interviewees, in order to build trust. This contrasts with the view of Colleoni (2013) who suggests that interaction in CSR communication in social media does not lead to trust but is still perceived as marketing activity. However, the findings in this research confirm the study of Morsing and Schultz (2006) who argue that there are three major CSR communication strategies: stakeholder information, response and involvement. According to them, the third strategy which encompasses stakeholder involvement and encourages stakeholders to co-create corporate values and the CSR agenda is the most effective one to create trust. Also other authors (Kesavan, Bernacchi & Mascarenhas, 2013; Fiseler & Fleck, 2013) underline the need for a two-way communication model for CSR, in order to integrate stakeholders' opinions, and see social media as major communication channel to achieve this goal. This is why the researchers of this project see the need to incorporate interaction into the model of Fournier and Avery (2011).

The non-existence in the previous model can be explained by the fact that Fournier and Avery (2011) described the online environment in general, and not social media in particular. However, interaction as established in the findings as the aspect that particularly shapes the social media environment. The influence of interaction was already shown in the previous analysis as being an influencer on The Age of Criticism and The Age of Social Collective. Since it even influences other ages and does not only appear in one age, it should be treated as independent age and, as argued before, should be added to the model when describing the social media environment.

The interviews revealed that this interaction can be twofold. On one hand, it can mean the interaction between users. This was particularly shown in The Age of Criticism where action occurred between two or more consumers, which partly had an influence upon one another.

On the other hand, it relates to interaction between consumers and companies. For example:

> (i) *If somebody posts a negative comment, the person offers the company the possibility to react to that matter.*

> (f) *On Facebook, companies can post false information. However, many opinions accumulate and companies have to react on that.*

> (j) *Big companies react to negative comments.*

While for interviewee (i), the company has the possibility to interact in social media, for respondent (f) such an action is required and participant (j), who has experience in social media monitoring tools for companies, even stated that especially large companies do interact.

This interaction seems to be highly relevant in communication in social media. For example, it is mentioned:

> (e) *It can be highly positive, if companies show their identity in a forum and answer user questions and reply to criticism. I saw, for example, that Telekom has its own Facebook page and there are people that criticize, for example, because they have waited too long for their order. A service employee responds in form of a public post, which other people can read as well, and is offered a service solution. I think that is a good advertisement.*

In conclusion, due to the significant role of interaction in social media and related communication, the researchers suggest to add The Age of Interaction to the existing framework of Fournier and Avery (2011), in order to adapt it to the specific online environment of social media. The adapted framework presented in figure 4 is used to give implications for companies on how to communicate their CSR activities in social media.

Figure 4: Adapted Framework to Social Media (Modified on Base of Fournier & Avery, 2011)
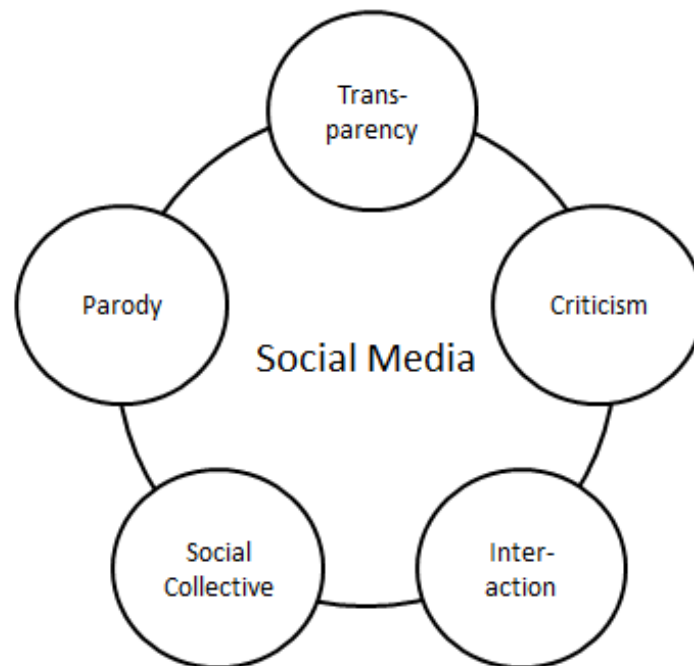
The Age of Interaction comprises that consumer react to companies and their CSR communication through the possibility to leave comments on social media. When the company reacts to these comments, trust is built because companies directly engage with consumers and can justify their actions. Moreover, when allowing consumers to interact with them by giving them the possibility to leave comments, trust is increased.

4.2.5 Trust Matters!

After having revealed consumers' trust issues and analysing the social media environment, a connection can be drawn between the two. An overview of the following points can be found in table 1.

Table 1: The Relationship of CSR and Social Media

CSR- Consumers' need for trust	Social media- the environment that conveys trust
o The need for information o The need for specification o The need for proof	Age of Transparency
o The need to voice an opinion o The need to inform other consumers about CSR issues	Age of Criticism
o The need for support from other consumers o The need to exchange opinions with like-minded people	Age of the Social Collective
o *No related trust needs*	Age of Parody
o The need for a company to react o The need for interaction	Age of Interaction

With the help of the various social media ages, consumers' trust needs can be fulfilled. The interplay of the revealed consumers' trust issues, and the possibilities that social media offers to overcome these, provided the opportunity to develop a trustworthy CSR communication strategy.

The Age of Transparency is found to be the main theme in social media. The consumers expect companies to communicate in an honest and transparent way. Due to the convenient access to information, users are exposed to an enormous amount of data, and find it increasingly difficult to judge the content on quality and verification. Hence, the consumers' need for specification, proof, and information from companies is requested to increase trustworthiness of their CSR activity.

The Age of Criticism describes the empowered consumer and the desire to leave comments that can be accessed worldwide. In regards to increasing the level of trust in CSR activities,

interviewees felt the need to voice an opinion in order to inform others, especially in regard to criticism and satisfaction, which usually concerns rather strong opinions.

The Age of the Social Collective focuses more on the consumers' intention to look for like-minded people online to, for example, voice an opinion. The age describes the social media environment, which provides groups, blogs, and other platforms, that facilitate this search. Furthermore it describes the higher likelihood of finding like-minded people in the online world, and thus it fulfils the consumers' trust need to receive support from others, and to share or exchange opinions.

The Age of Parody is not seen to be helpful in answering the research question, and hence, a connection between trust issues and the social media environment cannot be drawn at this point.

The Age of Interaction is used to extend the four web-enabled themes presented by Fournier and Avery (2011). Based on the characteristics of the given ages, and the consumers' needs to increase the level of trust in CSR activities, the need for reaction was perceived as being strong enough to be seen as an own age, namely the one of Interaction. Consumers do not only require transparent information and the opportunity to voice their opinion, but they request a reaction from companies on their statements.

5 Conclusion and Recommendation

The successive section connects the research purpose with the main findings, highlights the theoretical and practical contributions, mentions limitations, and gives recommendations for future research.

Some studies have already examined CSR communication in the food industry, which entails particular challenges for CSR communication. To the researchers' knowledge, no study has investigated CSR communication with a particular focus on Germany, one of the strongest economies globally. While some literature has combined social media and CSR communication, no study has focused on the problematic of trust issues in CSR communication in the social media environment. This is why this is the first study to examine the trust issues that consumers perceive when companies in the German food industry communicate their CSR strategy in social media. The results of 14 interviews that were conducted with German consumers are meant to help marketing managers understand the challenges and opportunities of the dynamic and powerful social media environment. More specifically, they should support the development of a CSR communication strategy in social media that reduces trust issues among consumers of the German food industry.

5.1 CSR- The Need for Clarification of the Term

A major finding of this research with focus on young German consumers was the lack of knowledge about the term CSR among the participants. However, even though the term CSR was not known among all participants, they were familiar with the underlying concept of CSR. However, they connected it to the German word 'Nachhaltigkeit', which is translated with sustainability, and is thus just a part of the three dimensions of CSR. The findings reveal that a need for definition and clarification is needed, mainly in regards to the CSR areas that a company is active in.

Based on the different levels of CSR knowledge that occurred in the findings, the researchers divided the participants into two groups. Group 1 consisted of participants with low or without CSR knowledge, while participants of Group 2 were familiar with the term and concept. When analysing participants' attitudes towards companies incorporating CSR, the findings can be related to the level of knowledge. Group 1 perceived the approach as a marketing strategy and a way to improve the corporate image, and Group 2 criticized companies for taking CSR to keep up appearances, and distract from incorrect aspects in

corporate behaviour. However, in contrast to Group 1, Group 2 expressed an importance for taking on CSR due to its relevance for the future impacts on the environment, nature and society. Therefore, they pointed out the need to trust companies, which was not apparent in Group 1.

The first step for companies is to develop a CSR communication strategy in which they impart knowledge about the term CSR, the corresponding concept and the three dimensions of CSR. They need to emphasize that the economic dimension is part of CSR as well and does not necessarily imply that companies do 'greenwashing' when they consider, amongst others, economic aspects. Talking openly about every company's goal, namely to make profit, and the need of this money to be able to contribute in CSR activities can increase the transparency and an open and honest communication.

In regard to the two overall research questions, issues were investigated that cause consumers' distrust in CSR projects. The research findings include four trust issues that are of relevance to the interviewees of this research:

- o lack of relation between company and CSR project
- o lack of impact of the project
- o lack of project specification
- o lack of project proof of CSR achievements

Considering these findings, the consumers' requirement for transparency became obvious. Reflecting the different factors that cause trust issues, the lack of relation between the company and CSR project was seen as a basic requirement to consider. More specifically, trustworthy CSR communication can only be facilitated if an adequate activity is chosen which determines the content of CSR communication. The Krombacher example showed that participants expressed their distrust in companies that decide to implement CSR for projects that have no relation to the actual product or service of the company. In this specific example, the relation between drinking beer and saving the rainforest was questioned, and it was suggested to consider more company-related CSR projects such as the protection of the ground water or the ecological cultivation of hops, to increase the relevance and trustworthiness. According to the interviewees, such a project was perceived as companies being aware of the need to reduce the negative impact that they caused concerning applied resources.

These findings confirm with the literature suggesting that a perceived fit between the sponsoring firm and its CSR strategy is required. The higher this fit is, the more likely the consumer will develop a positive attitude towards and develop trust in the CSR activity. As well, the consumers' confidence in a firm's core values will be strengthened, making it more unlikely that counter-arguments are generated (Seok Son & Han, 2012).

Furthermore, literature suggests the provision of an explanatory link that connects the firm logically to its CSR activity. This can be done either through 'relational or elaborational communication strategies'. A 'relational communication strategy' is used when a high fit between the CSR activity and the company's strategy exists to emphasize the positive attributes of the sponsoring firm and its connectedness to the chosen project. The 'elaborational communication strategy link', on the other hand, is used for low-fit strategies, when the positive aspects of the activity are highlighted, in order to avoid negative implications from low-fit perception. The results of this research's in-depth interviews and the findings of the literature emphasize the company's need to carefully choose a project that provides an explanatory link as a base of adequate CSR communication.

The lack of impact of the CSR project was identified as the second trust issue addressed by the interviewees. In the present days, consumers are knowledgeable, critical and aware of the various impacts a CSR project can have. They require companies to support projects that have an impact on the different CSR dimensions, and avoid using it as marketing strategies. If consumers perceive the project to have a high impact on CSR, the company established a good base for a credible communication strategy.

The lack of specification addresses the issue that considers the participants' need for exact information about the CSR project, in order to increase trust. More specifically, it reduces the vagueness that gives space for companies to betray the consumer when giving too imprecise information.

Finally, the lack of proof of CSR achievements was a trust issue that has received considerable attention among the participants. A need for transparency, verifiability, and long-term strategies are crucial to assure trust and to present an identifiable strategy. Again, the Krombacher example helped the participants to clarify their opinion and emphasized the need for specific examples proving that the project is undertaken. Such proofs include the presentation of different milestones of the project and a confirmation that they have been reached, for example, by showing the transfer voucher.

In this regard, the WWF was by the majority of interviewees seen as a suitable partner for cooperating in the rainforest project. However, for interviewees that knew about the latest scandals of this organization, its suitability as a trustworthy partner decreased. Nevertheless, the need for an intermediate, especially an NGO, was considered to increase trustworthiness among consumers. It is important for companies to find a partner whose organizational goals match with the CSR project, while having a positive reputation among consumers.

5.2 Social Media – A Powerful and Dynamic Environment

Social media is used as an environment for the analysis due to its fit with stakeholders' needs concerning CSR. Furthermore, it is channel that has not been explored in depth yet and is interesting to examine because of the changes in power between the consumer and companies that have occurred within the last years. Fournier and Avery (2011) suggest four web-enabled themes, also known as ages, which are used in this research to describe the online environment and the different challenges and opportunities for the consumer and companies: The Age of Transparency, The Age of Criticism, The Age of the Social Collective, The Age of Parody. Furthermore, this research contributes to existing theory by adding another web-enabled theme that occurred throughout the research analysis: The Age of Interaction.

The Age of Transparency describes the ease of searching for information and the convenient access to information that is eventually not meant to be public, as well as the lack of transparent information from the side of the company. Participants of this research criticized the lack of information from companies in regard to their internal processes, wages, acquisition of raw material, but also in regard to their CSR communication. A lack of transparency in this concern leads to negative perceptions regarding the intention of the CSR project, as it questions its existence, and consequently also the legitimacy of the project and corporation. Companies have to understand the influence that consumers' access to information has, and must recognize the need for being a transparent organization in social media. Publishing company information, for example, on the corporate website, limits the degree of consumers receiving false information online, as well as the perception that the company intends to hide information. In the end, this leads to an increased level of trust towards the company and its CSR project.

The awareness of The Age of Criticism is of great relevance for any successful communication about CSR activities, as it discusses the consumer's power to leave comments that can be accessed by other consumers worldwide. A major aspect in this age is the consumers' awareness of the power that their voice has gained in social media. The

participants of this research stated that they are most likely to leave negative comments instead of positive ones. By commenting on negative issues they express their distrust and criticism, and inform others, but also the company, in order to give them feedback.

The amount of anonymity as well as simplicity to quickly to comment in social media seems to encourage and facilitate extreme comments that are shared online, and hence influence and shape the opinion of consumers with little knowledge about the discussed topic. The interviewees believed to have a great influence on companies by commenting in social media, for example, in form of product reviews. This research extends the current analysis of The Age of Criticism by Fournier and Avery (2011), with the finding that a perceived overload of user comments is a new characteristic that complicates the decision making process. Nevertheless, the desire to comment still exists.

The Age of the Social Collective is another step of The Age of Criticism as it describes the consumers' intentions of looking for a group of like-minded people in the online environment to share one's opinion. The findings stress the consumers' longing for a platform, such as a forum or blog, in which extreme comments reach attention. Furthermore, like-minded people come together to create a group that is believed to have a bigger influence on companies than an individual. The Age of the Social Collective is of relevance to the research question as it highlights the company's need for recognizing consumer power in online communities since this phenomenon has an impact on consumers' trust because consumers are being influenced by the opinion of a large group.

Finally, the Age of Parody was analysed but is granted low attention due to its little influence on trust issues. It is, however, seen as a suitable way to increase a company's awareness in a short period of time. The problem for companies to reach online awareness appears to be significantly important in the food industry. Participants of this research stated that they have a little experience and intentions to get in contact with food companies in social media due to low awareness of companies operating in this industry. Hence, in order to reach consumers through social media with a credible CSR communication strategy, awareness can be increased with a catchy and entertaining parody.

5.3 The Need for Reaction and Interaction

This research adds another theme to the current four ages, namely consumers' requirement of a company to react and to interact. This aspect influences The Age of Criticism and The Age of the Social Collective, but is seen to be of relevance in the online environment. The non-existence in the previous framework of Fournier and Avery (2011) can be explained due to dynamics in the online environment and the resulting changes that consumers face. Hence, consumers change their requirements to companies and behaviour in social media. Moreover, their framework rather addresses the online environment in general and not all applications allow interactivity such as in social media.

In the interviewees it was established that interaction was mainly desired or found between consumers, and not between consumers and the company. Existing literature places an emphasis on the consumers' interest to comment, but they barely focus on the emerging requirement for companies to react on these comments, which can establish an interaction online. The consumers' need for interaction is combined with the desire to make communication transparent to the consumer. Hence, companies must understand the necessity to react to online comments, in an honest manner. Companies' comments must be identifiable, detailed, informative, and address the upcoming milestones while assuring the maximum of transparency to make consumers feel well-informed about every taken action. Companies are not in a pole position anymore. Not only the power of the consumer has gained in importance in the online environment but also the consumers' knowledge, interest and the request for additional information are aspects that companies must take into consideration when developing a CSR communication strategy.

5.4 CSR and Social Media – A Trustworthy Match

After having revealed consumers' trust issues and analysing the social media environment, a connection can be drawn between the two. The various ages of the social media environment describe characteristics of the media in this age, including the opportunities and challenges for consumers and companies. These characteristics are found to be advantageous in fulfilling the consumers' needs for trust regarding CSR communication. Hence, it can be concluded that social media is an appropriate environment to communicate CSR in a manner that is perceived as trustworthy by consumers.

The ages are to be seen as occurring simultaneously, and give the opportunity to fulfil the consumers' trust needs at the same time. They are an interplay of the needs that have to be

satisfied to convey trust concerning CSR activities communicated in the social media environment. The relationship can be seen in the following figure:

Figure 5: CSR Communication in Social Media (Modified on Base of Fournier & Avery, 2011)
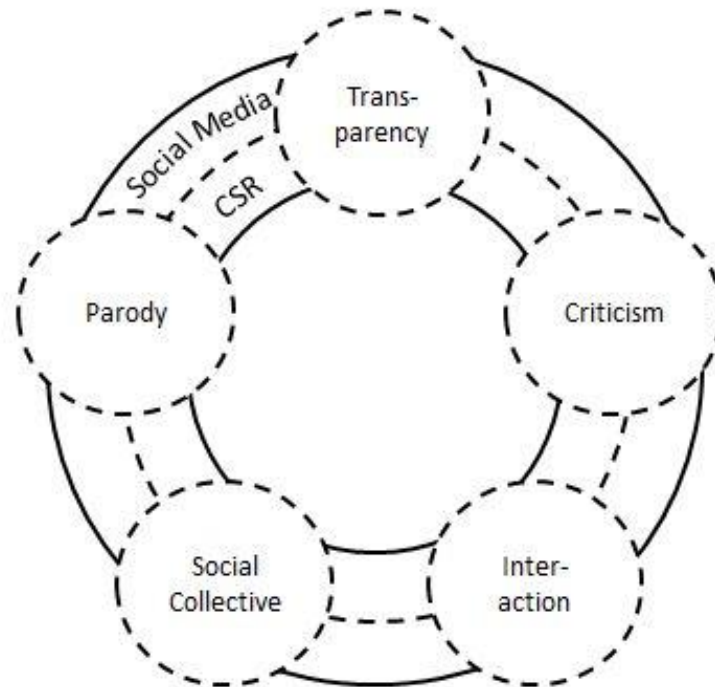
The figure shows the four ages of Fournier and Avery (2011) as well as the added Age of Interaction that is needed to clarify the social media environment. The trust issues concerning CSR activities comprise needs that can be fulfilled in the five ages of social media. Social Media and CSR build a match: Social Media fulfils then needs that are voiced concerning building up trust in CSR companies.

5.5 SWOT Analysis

In the following, a brief SWOT-Analysis about CSR communication in social media is undertaken. The SWOT-Analysis presents strengths and opportunities but also the weaknesses and threats for companies in the German food industry that are planning or already doing CSR communication in social media. An overview can be seen in the following table:

Table 2: SWOT-Analysis for CSR Communication in Social Media.

Strenghts:	Weaknesses:
- High reach - Low cost - Transparency - Interaction - Obtaining consumers' opinions - Real-time communication ➔ **Creation of trust**	- Hard to control due to shirt-storms in real time - Consumers' lack of experience with the food industry in social media - Maintenance costs for constant online monitoring
Opportunities:	Threats:
- The large amount of time consumers spend with social media - Speed of technological development - Society becomes more digitalised - Increasing amount of corporate presence in social media - Educate consumers - Justify corporate activities in times of scandals	- Public criticism damaging corporate image - Loss of corporate control - Information overload and consumers' related reluctance to use social media - Fast copy of competitors

One major advantage of CSR communication in social media is the high reach to consumers and the low costs that are involved to use this communication channel. Due to the its transparency, consumers' trust into CSR activities can be increased. Moreover, companies can obtain consumers' opinions in form of comments and incorporate these into their strategy in order to align it with consumers' needs and be more effective. They also can react in real-time to comments by justifying their actions taken which can increase consumers' trust.

However, such comments are hard to control, especially because they happen in real-time and they can be read by other consumers which may influence them. Furthermore, in the interviews, it was voiced that consumers have low experience with communication in social media concerning food companies. Therefore, consumers might not contact companies on

their initiative. It should not be forgotten that social media requires maintenance and therefore costs occur. However, in comparison to other channels they are low.

An opportunity concerning CSR communication in social media comprises that consumers spend a significant amount of time in social media searching for information, which increases the possibility that they receive CSR communication. Furthermore, technology is increasingly developing and society becomes digitalized, which can lead to more people using social media. Moreover, companies become more and more present in social media, which facilitates that companies can educate consumers about CSR and that consumers accept corporate activities in this environment. In times of crisis and 'shitstorms', companies can justify their activities and can gain back trust.

Despite that, companies need to consider that the publicity in social media can damage their reputation if not communicated properly, which can reduce consumers'' trust in the company. Moreover, consumers experience an information overload which, in future, may reduce the time spent in social media. Finally, competitors can quickly imitate strategies for social media. In order to reduce a possible impact of the mentioned threats and weaknesses on CSR communication in social media, a guideline that is based on the research findings is given in the recommendations.

5.6 Recommendations

In the following, specific recommendations are given on CSR communication in social media. However, the reader must keep in mind the limitations that are presented in chapter 5.7 **Limitations**

Based on the findings in the 14 interviews, companies in the German food industry need to investigate thoroughly what, where and how to communicate CSR content. This is because consumers face trust issues concerning CSR communication in social media, and unsuitable communication can even worsen these issues. An overview about the mentioned suggestions that were created by the researchers can be found in figure 6:

Figure 6: CSR Communication in Social Media: A Checklist

<div style="border:1px solid black;padding:1em">

<u>CSR communication in Social Media: A Checklist</u>

What project?

- ☐ Choose CSR activities based on their relation to the company
- ☐ Consider CSR projects that relate to ingredients, health and regionalism
- ☐ Choose a project that has an obvious impact
- ☐ Make the project specific
- ☐ Choose a third party that conveys trust

Where to communicate?

- ☐ Distribute interaction on different platforms and monitor related trends
- ☐ Allow anonymity, for example, no sign up needed for platforms

How to communicate?

- ☐ Deliver background information the concept of CSR
- ☐ Communicate honestly
- ☐ Embrace transparency , for example, ingredients
- ☐ Deliver proof about the CSR activity , for example, by facts and figures
- ☐ Encourage consumers to independently report about the company
- ☐ Allow criticism
- ☐ Do no censor consumers' comments
- ☐ React to comments
- ☐ Admit mistakes
- ☐ Interact by taking into account consumers' opinions
- ☐ Choose current, diverse and even controversial topics
- ☐ Avoid advertising
- ☐ Create funny, viral, striking content, parodies
- ☐ Use visual material, for example, pictures

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First of all, a company should establish what kind of CSR activity is to be pursued due to the need for a relation between the company and the CSR activity that was underlined as factor to gain trust. Since suggestions for relevant CSR projects in the food industry related to topics such as sustainable ingredients, health, and regionalism, these could be taken into consideration. Hereby, it should be ensured that the project has an impact on the CSR dimensions, in order to ensure it is considered to be legitimate. It should also be specific as consumers distrust vague activities. Furthermore, choosing a trustworthy third party as partner, such as a NGO, and emphasizing this in CSR communication can convey trust.

When deciding where to communicate CSR, the research findings suggest that companies should consider communication in social media. More specifically, the channel facilitates factors that increase the consumers' perceived trustworthiness of CSR activities: the possibility for transparent information, interaction, collaboration with consumers and criticism.

Since it was established that there are many different platforms available on social media, companies need to investigate, which platforms fulfil their purpose. The platforms should facilitate interactivity but allow the consumers to choose if they want to stay anonymous, meaning that no sign up is needed for platforms. This is of particular importance because the concern was voiced that data could appear publicly.

In this research, Facebook was identified as the platform that is the most used by the interviewees. However, care needs to be taken when deciding for CSR communication on Facebook since this platform was mainly used for personal reasons and therefore, consumers have low experience with contact to corporations. As it was revealed that platforms might become unattractive after a time, it is suggested that companies distribute their communication on different platforms and monitor related trends, in order to identify potential new tools.

Concerning the manner of communication, the consumers should be provided with basic information about CSR because gaps in knowledge about the concept were identified and this led to trust issues. In addition, the communication of CSR activities should be based on transparent and honest information about CSR activities, which can be reached by delivering proof in form of specific facts and figures or by inviting consumers to report on the CSR activities as an independent referee.

Furthermore, according to the research findings, companies should allow consumers' criticism in social media about CSR activities and should react to critical comments. If applicable they should admit mistakes as this increases consumers' trust into CSR communication.

Finally, when communicating CSR in social media, the research results propose that companies should avoid commercial content, which reduces trust. Instead, they should create funny and striking content, or parodies that have the potential to go viral and can increase awareness. Due to the mentioned overload of information, visual material, for example, in form of pictures can support CSR communication.

5.7 Limitations

This study entails certain limitations that need to be presented to the reader.

First of all, the study is based on a small sample size of 14 interviews, which decreases the ability to generalize the results to young consumers in the German food industry or even the food industry in general. Consequently, the study might be hard to replicate since the results may change when using a different sample. For example, the interviewees were all between 20-30 years old and overall well-educated having at least a Bachelor's degree. The findings may have been different with a sample consisting of interviewees with consumers of a different age and academic level. This may negatively affect reliability and validity.

Besides the mentioned limitations concerning the sample, interviewees may have been influenced by specific issues regarding current political, economic, social, technological, environmental and legal events because they were interviewed only once at a specific point in time. The short amount of ten weeks of time to undertake the project may have also affected the depth to investigate a research problem.

Moreover, an aspect that limited the depth of the literature review in CSR communication in social media consistent in the low amount of prior research studies available on this specific topic. This is why the research was separated into to themes: social and CSR. The separation of the topics in the first stance may have influenced the results.

Additionally, this study was influenced by the subjectivity of the researchers, especially in the process of analysing and making sense of data. Influence by the researchers may also have been unconsciously present when interviewing consumers.

Furthermore, the choice of the specific examples of Krombacher and FRoSTA may have influenced the direction of the interviewees' responses and may outcomes may have differed when using other CSR activities.

5.8 Further Research

This thesis has explored the trust issues in CSR communication with particular focus on social media and the German food industry. Since the aim was to understand the consumers and their trust issues, a qualitative analysis was undertaken. However, as mentioned before, the small sample size lowers the possibility to generalize the results. Therefore, it may be interesting to test the findings by using a quantitative study and expressing the findings in

numbers, in order to attain a measurable overview of the importance of the different trust issues.

Moreover, it could be interesting to replicate this qualitative study, however using a sample with different characteristics, for example with consumers of higher age range or different academic levels. The determined trust issues could be compared with the ones in this research. Furthermore, it could be interesting to investigate other industries or markets, in order to compare the outcomes with each other.

It could also be interesting to compare the intentions of the marketing managers of FRoSTA and Krombacher with their CSR campaigns with the perceived messages by consumers and to analyse the FRoSTA blog in more detail, in order to recommend evaluating their strategies.

Another finding that leads space for further research is the choice of platforms for adequate CSR communication. In this research it was impossible to suggest a specific platform for a certain type of CSR communication as the consumers had different preferences and the sample was too small to generalize results.

Another interesting topic that was raised in the interviews, but was out of the scope of this research, concerned consumers' willingness to buy FRoSTA's products because they are convinced about the communicated sustainable ingredients. One of them even stated having become loyal to a previously untried product group. This comes across as a new finding because it is widely agreed in literature that there is no direct relationship between CSR and purchases (Pivato, Misani & Tencati, 2008). It could be relevant to explore, in how far sustainable ingredients stimulate the willingness to purchase a product.

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Appendix

Appendix 1: Interview Guideline with Possible Topics and Questions

<u>Preparation</u>

- Prepare recorder
    - o Battery, memory space, quality

- Distribution of responsibilities in the interview

<u>Introduction</u>

- Thanking for taking time

- Introduction of interviewers

- Purpose of the interview and topics to be discussed

- Structure of the interview

- Duration

- Ethical considerations:
    - o Recording
    - o Anonymity
    - o Value of personal opinion, honest answer, details
    - o Possibility to refuse a question or finish the interview before end

- Questions for clarification

<u>Personal questions</u>

- Age

- Overview about your main steps in your life and career
    - o Field, city, duration of study/ work of applicable, interests, leisure time, ...

<u>Social media</u>

- What do you connote with the word 'social media'?
    - o Definition of term, attitude, feelings, …

- Describe your behaviour in social media.
    - o Activity (e.g. observe, post, ...), motives, active/passive time spent in social media, platforms used, size of personal network

- What do you post content on social media and why?
    - o Content about companies, ...

- In how far have you used social media to get in relation to corporations?

- o Motives, channels used, activities, content, results, duration of interaction, feeling
- o Examples e.g. food industry

- In how far have you been faced with 'shitstorms' (term for viral comments)?
  - o Level of interest for such comments, trust/ influence by them on interviewee, perceived influence on companies, level of personal participation, triggers, motives, feelings e.g. community?, ...

- In how far do you known parodies?
  - o Definition, attitude, level of willingness to share content on social media...

CSR

- What do you connote with the word 'CSR'?
  - o Definition of term, attitude, feelings, level and place of consideration in everyday-life, motives for (non-)consideration,

- With what companies are you familiar that do CSR?
  - o Description, Attitude, level of trust into CSR campaigns

Krombacher Example

Advertising is shown.

- What is your spontaneous reaction
  - o First impressions/ spontaneous reaction, attitude /towards campaign, content, people endorsing, ...), perceived message, willingness to purchase, level of trust, willingness to report about information,

Detailed presentation of the example and its consequences is given. Visual material is show.

- What are the first reactions towards the case after having this information?
  - o Attitude, level of credibility of CSR campaign, positive/ negative aspects

- Which aspects affect the credibility of the CSR campaign?
  - o Elements to decrease/ increase credibility e.g. channels, numbers, location, people etc.

FRoSTA Example

- In how far are you familiar with the company?
  - o Industry, products, ...

Overview is given.

- What is your attitude towards this idea?

- Level of influence towards brand, credibility, perceived motives of the company, level of willingness to support project, willingness to share information

Detailed presentation of the example and its consequences is given. Visual material is show.

- What is your first reaction after having this information?

- How do you evaluate the award „German Sustainability Price – Germany's most sustainable brand?
  - Attitude, credibility, positive/ negative aspects, ...

- What is your attitude towards the blog as channel for credible CSR communication?
  - Attitude, importance of interaction with company, consumers, own experiences with food companies

- Ideas for improving the communication?
  - Channels, type and presentation of information, ...

Thanking the interviewee for taking time.

Appendix 2: Overview of the Interviewees

Different types of consumers interviewed

In order to facilitate the understanding of the different interview partners' views on the interview topics in this research, a short background description of their characters will be given in the following. The interview partners will be divided into two groups: the first group had knowledge about the concept of CSR, and the second group had few or no knowledge about the topic, since that partly affected the results presented in the analysis.

Group 1 (with little CSR knowledge)

Interviewee (a) (29 years old): interviewee (a) is a project engineer with a focus on technical sales and marketing. He grew up und lived most of his life in a medium sized town in Germany where he is active in committees at church, and a very caring person with a strong focus on family and friendships. Interviewee (a) is a passive user of social media and only uses his Facebook account to stay updated about friends but does not post anything about himself.

Interviewee (b) (27 years old): interviewee (b) grew up in a small city in the east of Germany and did an apprenticeship as an assistant in the area of physics and technology, before she started studying physical technology in her bachelor's and Scientific Instrumentation in her master's. She sings in a choir and loves the outdoors. Interviewee (b) uses social media to get in touch with her friends and to stay updated about their life. She describes it as a way to be close to them even though some of them may be far away.

Interviewee (c) (22 years old): interviewee (c) has a background in psychology with a focus on clinical psychology, social psychology and business psychology. She is an outgoing person, likes sports, music, and movies. Interviewee (c) is an active Facebook user and uses it to stay connected to her friends, whereas she is a rather passive user and does not like to share too much information about herself. Furthermore she sees it as a convenience way to stay updated about important news that happen worldwide.

Interviewee (d) (25 years old): interviewee (d) has a background of business sciences has several years of work experience in this area. He is a rather passive user of social media and

does not like to post a lot on his personal profiles. Interviewee (d) is only active on Facbeook and Skype and appreciates the benefits that it brings to stay connected to their friends and family, with the benefit that it is free of charge. He describes himself as a rather passive user of Facebook.

Interviewee (e) (25 years old): interviewee (e) has a technical and engineering background with a focus on the automobile industry. He is an outgoing person and likes to play soccer, basketball and goes skateboarding. Interviewee (e) sees the social media as a great place to connect with friends and keep in touch with them, however, he is also concerned about the transparency of this medium.

Interviewee (f) (27 years old): interviewee (f) grew up on a farm in the north of Germany and was not connected to the Internet until the age of 18. She did an apprenticeship in the commercial area, and studied International Business in her bachelor's and achieved a master's degree in Corporate Financial Management. She likes to play volleyball.

Interviewee (g) (24): interviewee (g) has a background in law and is a person who has strong and critical arguments. He is a volunteer at a social organization called 'Johanniter' in Germany. Interviewee (g) has a positive attitude towards social media, because he has the opinion that he can turn it off whenever he does not want to be reached. On the other hand he appreciated the possibilities that it offers in terms of connectivity to friends.

Interviewee (h) (27 years old): interviewee (h) has a background of medical engineering as well as work experience as a nurse. He is an adventurous person and likes to travel. Compared to the other interviewee's, interviewee (h) is the one who uses the least amount of Internet and is not connected to social media networks.

Group 2 (with CSR knowledge)

Interviewee (i) (27 years old): interviewee (i) has a business related background and is currently studying a master in Corporate Financial Management. He grew up in a small village in the Southern part of Germany, but studied and lived abroad. Interviewee (i) describes himself as a very social person that likes to travel, cook, and play soccer. He only uses Facebook because of peer pressure, and does not have a smartphone but would like to have one.

Interviewee (j) (25 years old): interviewee (j) is working as a Sales Manager and has a background in International Business and Management. She also describes herself as a very social person. She has interest in environmental issues, especially with a focus on global organizational behaviour. Interviewee (j) is active on Facebook, Xing and LinkedIn. She reduced her amount of time spent with social media, especially on Facebook, because she believes it is too time-consuming.

Interviewee (k) (26 years old): interviewee (k) has a background in economics with a master's degree in Environmental Studies and Sustainability Science. She is active in organizations for international students and international communication, and enjoys reading and traveling. She mostly uses Facebook but complains that is takes up too much time of her life. Social media is a convenient way for her to stay updated about events and to stay in touch with friends.

Interviewee (l) (23 years old): interviewee (l) is a person who is very involved in organizations such as Greenpeace, TedX and the Hofstede Symposium. She is a person with a strong opinion and has a background in International Communication studies that she attained in the Netherlands. Furthermore, she gained work-experience in a Market Entry and Business Development department with a focus on sustainable construction and energy efficiency. She is very active in social media, and comes across as the interviewee that is most involved in reading blogs and even considers writing one herself.

Interviewee (m) (27 years old): interviewee (m) is a person who is very knowledgeable about CSR due to his studies in sustainable business development and his great concern about doing his best to contribute to a better environment. He is a rather passive user of social media, and just uses it on a rare basis to keep his friends abroad updated about his life.

Interviewee (n) (27 years old): interviewee (n) grew up in a village in the northern part of Germany but has become a very internationally oriented person during his studies. He has a background in engineering, international business, as well as a master's degree in Environmental Studies and Sustainable Science. Interviewee (n) is very active within leadership positions in organizations such as AFS and the United Nations. He has a very positive opinion about the development in social media, he is active on several social media platforms such as Facebook, Twitter, and Instagram and uses them every day.

Appendix 3: Visual Material Used in the Interviews

Appendix 4: German Quotes Used with English Translation

Group 1:

Interviewee (a):

English	German
I like parodies because they stay in the viewers mind for a while.	Ich mag Parodien, weil die im Kopf bleiben.
People go online because of their need for recognition, self-expression, and to warn others.	Die Leute gehen online, weil sie ein gewisses Geltungsbedürfnis haben, zur Selbstdarstellung, und um andere zu warnen.
WWF is a world-wide operating organization that did not have any scandals so far.	Der WWF ist eine weltweit operierende Organisation, welche bisher noch keine Skandale hatte.
97 million m^2 seems to be very big, but actually it is not. It has to be seen in relation to the actual size of the rainforest	97 Millionen m^2 klingt so viel, aber letztendlich ist es das nicht. Man muss es in Relation zu der letztendlichen Größe des Regenwaldes setzen

and how much has already been deforested.	und wie viel davon schon abgeholzt wurde.
Public authorities check companies. If companies commit a mistake and it gets public, they will never get out of that.	Firmen werden von öffentlichen Ämtern kontrolliert. Wenn sie einen Fehler machen und das an die Öffentlichkeit geht, dann kommen sie da nie wieder heraus.
I rather buy products from companies who are, for example, operating with solar energy and invest in this area, than from companies who are listed on the Dax.	Ich kaufe lieber Produkte von Firmen, die z.B. mit Solarenergie arbeiten oder in dieses Gebiet investieren, anstatt von Firmen die ein Dax Unternehmen sind.
Facebook, WhatsApp, Xing.	Facebook, WhatsApp, Xing
I do not give much information. One has to be careful with data that is made public, with the content one uploads etc., particularly when one is on job search, because future bosses often take a look at it. One also has to be careful not to lose interpersonal contacts.	Ich gebe nicht alle Infos bekannt. Man muss vorsichtig sein mit den Daten, die man bekannt gibt, mit dem was man zeigt und so. Besonders wenn man auf Jobsuche ist, da die Chefs da oft einmal drauf schauen. Man muss auch aufpassen dass man die zwischenmenschlichen Kontakte nicht verliert.
I use social media to spy people, to check out what is happening, what friends do and to banish boredom.	Ich nutze Social Media um andere Leute auszuspionieren, um zu schauen was so passiert, was Freunde machen, und eigentlich nur um Langeweile zu vertreiben
If I have a request about a product, I immediately go to the corporate website and contact them via telephone, because online it takes too much time.	Wenn ich eine Anfrage über Produkte habe, gehe ich direkt auf die Firmenseite und kontaktiere die Firma dann per Telefon, weil es online oft zu lange dauert.
I have never used social media to post something about companies.	Ich habe noch nie Social Media benutzt, um etwas über Firmen zu posten.
I have already 'liked' companies on Facebook. However, only companies I know, for example, of friends or my own, in order to raise awareness for them or to gather information.	Ich habe schon mal Firmen auf Facebook 'geliked'. Aber nur Firmen, die ich auch kenne, z.B von Freunden oder meine eigene Firma, um Leute auf diese Firmen aufmerksam zu machen oder um Informationen über die Firmen zu bekommen.
I have no interest to 'like' companies in the food industry. I mainly use the corporate websites. If there is information on the website that interests me e.g. where products come from, how they treat their employees etc. I would also like to learn about that on Facebook, if they are active in social media.	Ich habe kein Interesse Firmen in der Lebensmittelindustrie zu 'liken'. Ich nutze dann hauptsächlich die direkten Homepages der Unternehmen. Wenn es Informationen gibt, die mich interessieren, z.B. woher die Produkte kommen (das Fleisch), wie sie mit ihren Mitarbeitern umgehen etc., dann würde ich, wenn möglich, das dann auch auf Social Media

	'liken'.
If I 'like' a company on Facebook, I want to receive information on a regular basis, no spamming. Regularly could mean, for example, every 3 days. I would like to receive information about new products, what the company does, what changed, etc. I would also partly share those things, but I would not want to spam other people with this kind of information.	Wenn da wirklich eine Firma ist, die ich gerne mag, möchte ich regelmäßig, aber nicht penetrant darüber informiert werden. Regelmäßig wäre z.B. alle 3 Tage. Ich möchte dann Informationen über neue Produkte bekommen, was sie gerade machen, was sich geändert hat etc. Ich würde den Inhalt auch teilweise teilen, aber ich möchte damit auch nicht andere Leute vollspammen. Ich nutze Social Media, um mit Leuten in Kontakt zu bleiben und nicht, um sie mit Werbung und Informationen vollzuballern.

Interviewee (b):

English	German
The freedom of the Internet includes the possibility to leave comments without any further thoughts about the reaction that they may cause. It eliminates the necessity to say it to someone directly.	Die Freiheit, die man im Internet hat, gibt die Möglichkeit, dass man Kommentare schreiben kann ohne weiter darüber nachzudenken, was diese auslösen können. Man muss es dann niemandem mehr direkt sagen.
I want to get information about what has been achieved already and how much is missing until the goal is reached.	Ich möchte Informationen darüber bekommen, was bisher erreicht wurde, und was noch fehlt um das Ziel zu erreichen.
A goal such as rescuing the rainforest sounds utopian. However, if they start off by saying that they save the rainforest in a particular village, it sounds more realistic and thought through.	Ein Ziel, wie z.B. den Regenwald zu retten, klingt utopisch. Wenn sie jedoch damit anfangen zu sagen, dass sie erst einmal den Regenwald in einer bestimmten Stadt retten wollen, klingt das realistischer und mehr durchdacht.
To me, the regional aspect is important because it helps to avoid a long transportation route.	Für mich ist Regionalismus ein wichtiger Aspekt, weil dann z.B. lange Transportwege vermieden werden können.
I am concerned about the food I eat. Too many additives harm my body.	Ich achte darauf, was ich esse. Zu viele Zusatzstoffe schaden meinem Körper.
I did not know that there are no guiding principles for companies.	Ich wusste nicht, dass es da keine Vorschriften für Firmen gibt.
Social media means how one designs media,	Social Media bedeutet wie man Medien

that information is not only perceived as a fact, but more personal…maybe TV or magazines... I would rather call Facebook, Twitter etc. I social networks, because they connect one with each other.

I like social networks because it makes many things easier. One can get in touch with friends faster. One has a better overview than via email or phone and gets an idea of what friends are doing, which gives the feeling of being close to them, and not excluded. When I am abroad, I have the feeling that I am home at with my friends. That would not be as simple when I would need to call every day. Photos can be exchanged as well.

I use Social Media to schedule appointments, e.g. I ask on short notice: "Who is available tonight?"

I am at least one hour a day on Facebook. I only use Facebook. I hardly share content on Facebook.

When I inform myself about products, I have a look at leaflets, however, I inform myself less on the Internet. I do not connote, for example, Facebook and product information with each other. I separate Facebook and friends. If I recognize products from the leaflets in the store, I check the packaging. I would not do that on the Internet because you cannot touch the product. If it says on the packaging that there is more information available e.g. on a blog as in the FRoSTA example, I would check it, however I would rather do that afterwards.

I have never tried to contact a company directly. When I was on job search I quickly found one and I did not need any help. However, I would it when necessary because I can imagine that this is a good possibility to get information on what is available in terms

gestaltet und, dass Informationen nicht nur als Fakt ankommen, sondern persönlicher... vielleicht im TV oder in Zeitschriften... Facebook, Twitter etc. würde ich eher als soziale Netzwerke bezeichnen, die einen miteinander verknüpfen.

Ich finde soziale Netzwerke gut, weil es Vieles einfacher macht. Man kann schneller mit Freunden in Kontakt treten. Man hat einen besseren Überblick als per Email oder Telefon und man weiß, was machen die Freunde. Das gibt dir ein Gefühl, dass du nah bei denen bist und das ist gut, weil du nicht außen vor bist. Wenn ich im Ausland bin, habe ich das Gefühl, dass ich bei meinen Freunden zu Hause bin. Das wäre nicht so einfach, wenn ich jeden Tag anrufen müsste. Und man kann Fotos einfach austauschen.

Ich nutze Social Media sehr viel für Verabredungen, z.B. stelle ich eine kurzfristige Frage: „Wer hat heute Abend Zeit?".

Ich bin mindestens eine Stunde am Tag auf Facebook. Ich benutze nur noch Facebook. Ich teile kaum etwas auf Facebook.

Wenn ich mich über Produkte informieren will, schaue ich in Prospekte, aber ich informiere mich weniger ins Internet. Z.B. Facebook und Produktinformationen bringe ich nicht in Verbindung. Ich trenne Facebook und Freunde und so etwas. Wenn ich dann interessante Produkte aus dem Prospekt im Supermarkt widersehe, schaue ich mir die Verpackung an. Nicht im Internet, weil man da das Produkt nicht anfassen kann. Wenn auf der Verpackung steht, dass es mehr Informationen gibt, z.B. auf einem Blog wie im Beispiel FRoSTA, kann ich mir gut vorstellen, dass ich dann darauf gehe, also eher im Nachhinein.

Ich habe noch nie versucht mit einer Firma in Kontakt zu treten, weil der Weg zum Arbeitgeber bisher immer sehr einfach war und ich bisher keine Hilfe brauchte. Ich würde es machen und kann mir vorstellen, dass es eine gute Möglichkeit ist sich zu

of jobs.	informieren, was es alles jobtechnisch gibt.
The information given on the website is available globally. That means they must have thought well about it.	Auf der Website gibt es Informationen, die weltweit zu sehen sind. Das heißt, die müssen sich da Gedanken darüber gemacht haben

Interviewee (c):

English	German
People look for a platform with like-minded people when they are upset. They want to share their thoughts and opinion and receive feedback from others. I believe that often people found each other in online forums, and started a campaign to raise the attention of the topic.	Die Leute suchen eine Plattform, wo sie auf Gleichgesinnte treffen, wenn sie sauer sind. Sie wollen ihre Meinung und Gedanken teilen und Feedback von anderen bekommen. Ich glaube, dass sich oft Leute online gefunden haben und dann eine Kampagne gestartet haben, um Aufmerksamkeit für ein Thema zu bekommen.
Online communities develop due to the opportunity to 'like' a page or status, and hence, users can see who else shares the same opinion. How often do you get the possibility to talk to so many people with the same opinion in the offline environment?! No matter how extreme ones opinion might be, online everyone can find like-minded people who share the same opinion or simply like it.	Online Communities bilden sich, weil man die Möglichkeit bekommt, eine Seite oder einen Status zu 'liken' und somit können andere User sehen, wer die gleiche Meinung teilt. Wie oft bekommt man schon die Möglichkeit offline mit so vielen Menschen eine selbe Meinung zu haben? Egal wie extrem die Meinungen auch sind, online findet jeder jemanden der dieselbe Meinung teilt.
People write comments to get acknowledgement. That is what everyone wants. One likes the person who shares the same opinion better.	Kommentare schreibt man, um für seine Meinung Bestätigung zu bekommen. Das ist ja das, was jeder Mensch möchte. Man findet Menschen sympathischer, die die eigene Meinung teilen.
I believe that it is easier online to just quickly leave any comments, than saying them out loud, and directed towards a person.	Ich glaube, wenn man etwas online schreibt, ist es was leichter als wenn man das wirklich aussprechen müsste und persönlich sagen würde.
I like to read comments. My friends do not comment a lot but people in general do. These comments could be very evaluative and extreme. Sometimes they are badass.	Ich lese mir Kommentare durch. Von meinen Freunden kommentieren nicht viele, aber generell Leute schon. Das sind meist sehr bewertende und extreme Kommentare. Die sind manchmal so knallhart.
The involvement of the WWF does not convey trust, I rather believe that the WWF	Die Einbindung des WWF vermittelt nicht mehr Vertrauen, sondern ich glaube eher, dass der

is also profiting from this commercial. It is maybe just an interstation for the money, but no organization that increases my trust in this project. A notary would have had a different impression, because he has a legal binding.	WWF auch noch von dieser Werbung profitiert. Es ist vielleicht einfach nur eine Zwischenstation, wo das Geld gelagert wird, aber keine Organisation die mein Vertrauen in das Projekt steigert. Ein Notar würde einen anderen Eindruck geben, weil er eine Rechtsverpflichtung hat.
I am more willing to help for example the homeless person of my city than just any person. I think a topic that concerns people personally interests them more because they may have already stumbled upon the topic or experienced it themselves… It's convincing I guess, because people know about it	Ich helfe lieber einer obdachlosen Person aus meiner Stadt als irgendjemanden, zu dem ich keinen Bezug habe. Ich bin der Meinung, dass ein Thema, welches mit Menschen zu tun hat, höheres Interesse der Menschen bekommt, weil sie sich damit besser identifizieren können… Ich glaube es ist überzeugender, weil Menschen mehr darüber wissen.
It is a great idea to leave out additives in food products because it fits to the product and especially deep frozen food is often criticized for chemicals and artificial ingredients.	Es ist super, dass keine Zusatzstoffe in den Produkten sind. Es passt zum Produkt. Besonders Tiefkühlprodukte werden oft wegen ihrer Chemikalien und künstlichen Inhaltsstoffen kritisiert.
At least it is better than doing nothing.	Es ist immerhin besser als gar nichts zu tun.
Big companies are in the spotlight and want to be seen as socially responsible. They have to do something to make consumers believe their CSR strategy.	Große Firmen sind im Mittelpunkt und wollen als sozial verantwortungsbewusst wirken. Sie müssen etwas unternehmen, damit Konsumenten ihre CSR Strategie glauben.
I like the idea behind CSR, but find the intention questionable. It seems like the company has to improve its image and that's why they are doing something that everyone supports… like… helping poor children. That's standard. When I read something like that it has a bad aftertaste. Nevertheless I must say that I still think it's a good thing because at least some money is spent and that's the point	Ich mag das Konzept von CSR, aber ich finde die Intention dahinter fragwürdig. Es kommt mir so vor, als ob die Firma ihr Image verbessern muss und deshalb etwas unterstützen was jedem wichtig ist… zum Beispiel… armen Kindern helfen. Das ist so Standard. Wenn ich so etwas lese, hat das immer einen schlechten Beigeschmack. Auf der anderen Seite muss ich auch zugeben, dass ich es gut finde, weil immerhin ein bisschen Geld gespendet wird, was die Hauptsache ist.
The first things that come into my mind are: Facebook, information source, select about which field you want to be informed, there is much rubbish in there, one does not know the source, Twitter, Pinterest, Instagram, WhatsApp	Die ersten Sachen die mir einfallen sind: Facebook, Informationsquelle, auswählen, aus welchen Bereich man informiert werden möchte, steht viel Mist drin, man weiß die Quelle oft nicht, Twitter, Pinterest, Instagram, Whatsapp?

I spend much time in social media.	Ich verbringe viel Zeit in Social Media.
I hardly post content, I rather observe.	Ich poste nicht viel, ich gucke mir mehr an.
You stay updated about the things other people do, especially when you are somewhere else in the world.	Man bleibt auf dem Laufenden, was andere Personen machen, besonders, wenn du woanders auf der Welt gerade bist.
I have subscribed to newspapers, because otherwise I would forget to look it up. I watch a lot of stupid nonsense and spend much time by taking a look at photos or to double-check things that people have told me. For me it is interesting what other people do and what they write, and what kind of photo sometimes pop up… I am not sure if the entire world should see that.	Ich habe Nachrichten abonniert, weil ich sonst vergesse die zu gucken. Ich gucke mir viel Blödsinn da an und verbringe viel Zeit mir Fotos anzugucken oder nachzuschauen, was ich gehört habe. Ich finde es interessant, was andere Leute machen und was die schreiben, und welche Fotos auftauchen... Ich weiß auch nicht, ob die ganze Welt das immer sehen muss.
I have never contacted companies via social media. A friend has opened a restaurant, which offers fitness and nutrition and he used it as advertising platform. The only company I have liked so far is Universal, because I wanted to find out in which fields they are active, because my brother works there and I am looking for internships in HR.	Ich habe noch nie Firmen über Social Networks kontaktiert. Ein Kumpel hat allerdings ein Restaurant aufgemacht, was Fitness und Ernährung anbietet, und hat Facebook als Werbeplattform genutzt. Das einzige Unternehmen, was ich mir angeschaut habe und folge ist Universal, weil ich schauen wollte, in welchen Bereichen die tätig sind, weil mein Bruder dort arbeitet und ich nach Praktika im HR Bereich suche.

Interviewee (d):

English	German
I think it is primarily used to entertain and secondly to pick up topics in a critical way. I would only share it if I think it is very funny.	Ich glaube, es ist primär Unterhaltung und sekundär, um nochmal Themen aufzugreifen und die dann kritisch durch den Dreck zu ziehen. Ich würde es nur teilen, wenn es extrem lustig ist
How many beer crates did Krombacher finally sell? Is the message 1 crate of beer = 1 m^2 rainforest true? It does not say whether or not they are actually doing it	Wie viele Bierkästen hat Krombacher letztendlich verkauft? Stimmt die Aussage "1 Kasten Bier = 1 m^2 Regenwald"? Es wird nirgendswo gesagt, ob sie das wirklich tun.
Small firms are more likely to be interested in producing local, but large firms do not have an interest in that and they are only concerned about producing	Kleine Firmen sind eher daran interessiert lokal zu produzieren, aber große Firmen haben kein Interesse daran und sind nur darum Bedacht zum günstigsten Preis zu produzieren, um

at the cheapest price to stay competitive.	Wettbewerbsfähig zu bleiben.
I simply see it as a company's aim to present them as something, which they are not. They only do it because there is a certain pressure, and not because they really want to do it.	Ich sehe es nur als Ziel eines Unternehmens sich als etwas darzustellen, was sie eigentlich nicht sind. Sie tun das nur, weil sie einen gewissen Druck haben, und nicht weil sie es wirklich wollen.
A company has people who only focus on presenting the company online, for example, in social media.	Eine Firma hat extra Leute die nur damit beschäftigt sind die Firma online zu präsentieren, zum Beispiel auf Social Media.
Social Media describes how media is used, which groups use what, what is used the most e.g. radio and how media affects people, how media delivers false information etc.	Social Media beschreibt wie Medien genutzt werden, welche Gruppen was nutzen, was am häufigsten genutzt wird z.B. Radio, wie Medien auf Menschen wirken, wie Medien verfälscht werden.
I find it very handy. It starts with Skype, where you can talk to people around the work, which is for free. But care needs to be taken concerning what is shown in the Internet. Generally I have a very positive attitude towards social media. I think it has become a large part of my life. I often look at my phone and sometimes it is even annoying, but it facilitates much.	Ich finde es sehr praktisch. Es fängt bei Skype an, dass man mit Leuten auf der ganzen Welt skypen kann und sich unterhalten kann und das für umsonst ist. Aber man muss auch etwas vorsichtig sein, was man im Internet Preis gibt. Aber grundsätzlich bin ich da sehr für. Ich glaube auch, dass es ein großer Teil meines Lebens geworden ist. Ich gucke viel aufs Handy und manchmal ist es auch nervig, aber es erleichtert auch Vieles.
I like texts and pictures the most, because one can see immediately what it is all about and can quickly see it on the phone. Pictures are impressing. You can make yourself a picture of a statement in a short gaze. I do not fancy watching videos because I am annoyed by the tone.	Texte und Bilder find ich am interessantesten, weil man immer sofort sieht, worum es geht, und man kann es schnell ansehen auf dem Handy. Bilder sind sehr eindrucksvoll. Man kann sich mit einem kurzen Blick ein Bild von der Aussage machen. Ich habe keine Lust mir Videos anzuschauen, weil mich der Ton nervt.
Generally I do not use Facebook for posting my status. I subscribed to pages, which present the news in a well-arranged way. I mostly use the Facebook messenger.	Grundsätzlich nutze ich Facebeook nicht um Statusmeldungen zu posten. Ich habe ganz viele Nachrichtenticker abonniert die mir in übersichtlicher Weise Neuigkeiten zeigen und nutze eigentlich eher den Facebeook Messenger.
I choose depending on what is interesting for me.	Das wähle ich danach aus was für mich gerade interessant ist.
I do not have many people, of who I think I need to update them. I see the others every few months. I do not consider it to be necessary to make my life accessible	Ich habe nicht so viele Leute, wo ich denke, dass ich die auf dem Laufenden halten muss. Alle anderen sehe ich alle paar Monate mal. Ich halte es nicht für nötig, dass ich mein Leben für alle

for everyone online.	zugänglich mache online.
I 'like' companies on Facebook, for which I have worked myself in a job.	Ich like Firmen, für die ich selber gearbeitet habe, oder mit Firmen mit denen ich zusammengearbeitet habe im Job.
If I wanted to get in contact with a company, I would try to do that via email instead of social media. Email is rather like a letter, which you forward, while social media is rather like chatting. Concerning my feeling, I would rather write a letter than chatting. Social media lacks seriousness.	Wenn ich mit einer Firma in Kontakt treten wollen würde, würde ich das eher über Email machen als über Social Media. Vom Denken her ist Email eher wie ein Brief, den man verschickt und Social Media ist eher wie chatten. Vom Gefühl her würde ich dann eher einen Brief schreiben als dass ich chatten würde. Mir fehlt einfach die Seriosität bei Social Media.
I do not want to get information every day, once a week is sufficient. I would only be interested if they had something respectively new, however, no information about discounts.	Ich möchte nicht jeden Tag Infos bekommen, einmal die Woche reicht. Wenn die etwas Neues haben würde mich das interessieren, aber nicht wenn die z.B. irgendeine Rabatt Aktion haben.

Interviewee (e):

English	German
The WWF offers trust because it is a big organization.	Der WWF gibt mir Vertrauen, da es eine große Organisation ist.
I am missing a precise proof of the activities. Without them it primary appears as a marketing strategy, and only at a second thought I consider it as being something that the company really wants.	Mir fehlt ein genauer Beweis der Aktivitäten. Ohne die kommt es mir meistens wie eine Marketingstrategie vor, und nur auf den zweiten Blick sehe ich es als etwas, was die Firma wirklich will.
If every company would participate a bit, then the world would be a better one.	Wenn sich jede Firma ein bisschen engagieren würde, dann wäre die Welt eine bessere.
I'm not sure whether or not this actually contributes to the improvement of the environment.	Ich bin mir nicht sicher, ob das überhaupt einen Einfluss auf die Verbesserung der Umwelt hat.
When I hear Social Media, I think about Facebook because the company has shaped the term so much. Formerly, I was also active on other platforms, but Facebook has monopolized everything.	Wenn ich Social Media höre, denke ich direkt an Facebook, weil die Firma das Wort so geprägt hat. Früher war ich auch auf anderen Plattformen, aber Facebook hat nun alles an sich gerissen.
Social Media is a platform on the Internet,	Social Media ist eine Plattform im Internet, auf

on which people exchange their private life. That does not necessarily have to take place on Facebook, which belongs to web 2.0 and happens in real time, but also on forums, in which content is spread slower und people have only limited access.	der sich Leute ihr privates Leben austauschen können. Das muss nicht nur zwingend auf Plattformen wie Facebook passieren, was zu Web 2.0 gehört und in Echtzeit abläuft, sondern auch z.B. Foren, in denen sich Inhalte langsamer verbreiten und Leute nur begrenzt Zugriff haben.
WhatsApp does not belong to Social Media, does it? I mean, WhatsApp also belongs now to Facebook.	WhatsApp gehört nicht mehr zu Social Media, oder? Wobei WhatsApp ist ja jetzt auch Facebook.
Formerly, I used vec-community, and then there were studiVz und regional platforms. I assume that regionalism was the point when clients ran away.	Damals habe ich die vec-community benutzt, dann gab es studivz und das waren eher regional gehaltene Sachen. Ich vermute, dass war der Punkt, wo denen die Kunden weggelaufen sind.
I have recently discovered Xing. However, I doubt its effect. I heard from many friends that the platform is really good because companies use it to look for contacts, and that is why I also tried it. I really missed out on that before. I hope I can get someone's attention. It is like Facebook, you can see who is a friend with whom, and companies can look for a suitable candidate. And the employer sees what I did.	Ich habe vor kurzem Xing entdeckt, aber zweifle noch an der Wirkung der Plattform. Ich habe von mehreren Leuten gehört, dass die Plattform wirklich gut sein soll, weil Firmen sich da Kontakte suchen. Da habe ich glaub ich erst echt etwas verpasst. Zurzeit hoffe ich, dass dort jemand auf mich aufmerksam wird. Da ist ja quasi wie Facebook, wo man sehen kann, wer mit wem befreundet ist und Firmen können ja suchen, wer auf ein Profil passt. Und der Arbeitgeber ja dann sieht, was man gemacht hat.
Twitter is just a short update about opinions or what one does. For me that was not interesting enough. Twitter, however, was better because the quality of posts is better than in Facebook where everything blurs with personal events.	Twitter ist für mich eine kurze Meinungsaktualisierung oder darüber, was man macht. Für mich war das nicht interessant genug. Twitter fand ich insofern besser, weil die Qualität der Posts besser war und bei Facebook verwischt das mit persönlichen Ereignissen.
Social media can be both: positive and negative. At the beginning, I liked social media because I could better communicate with people that are spread globally, while I cared about my regional contacts in person. However, everything got more involved and one started to communicate also with regional contacts on social media. In the meantime, one does everything with social media in the everyday life, even the week planning with the group of friends, because everyone uses social media and that makes it handy. Social media is increasing.	Social Media kann beides sein: positiv und negativ. Am Anfang fand ich Social Media richtig gut, weil ich besser kommunizieren konnte mit Leuten, die weltweit verstreut sind, während ich meine regionalen Kontakte persönlich gepflegt habe. Aber dann wurde beides verstrickter, so dass man mit den lokalen Bekanntschaften angefangen hat ebenfalls über Social Media zu kommunizieren. Mittlerweile macht man alles im Alltag damit, selbst die Wochenplanung mit der Clique, da eh alle dort vorhanden sind und man eine Gruppe machen kann und das dann sehr praktisch ist. Social Media nimmt immer mehr Überhand.

However, I am aware that everything I post is public and everyone can see it. Being half Spanish, my Spanish friends were all of a sudden on Facebook when I was 16 and later me as well. A few German friends were there as well. I thought that it would be cool, if everyone is on the same platform.

I do not search for company or product information in social media, but use search engines or wikipedia. This gives a view of a third party. I then go to the corporate website, because the information is mostly better and more recent. If I need further information, I take a look at discussion forums. I know that they can be very selective, but one can read about other people's experiences.

It can be highly positive, if companies show their identity in a forum and answer user questions and reply to criticism. I saw e.g. that Telekom has their own Facebook page and there are people that criticize e.g. because they have waited too long for their order. A service employer responds in form of a public post, which other people can read as well and is offered a service solution. I think that is a good advertisement.

If CSR information in form of a commercial banner would pop up on Facebook, I would directly ignore it.

I my opinion, the Internet offers many possibilities, in order to improve the level of transparency concerning communication.

Allerdings bin ich bin mir bewusst, dass ich alles öffentlich poste und es jeder mitbekommt. Ich bin Halbspanier und bei mir waren, als ich etwa 16 Jahre alt war, alle spanischen Freunde auf einmal auf Facebook und dann hatte ich irgendwann auch Facebook. Ein paar deutsche Freunde waren dann auch da. Ich habe mir dann gedacht, dass es ja cool wäre, wenn alle dann auf einer Plattform sind.

Ich suche keine Informationen über Produkte und Firmen auf Social Media, aber benutze Suchmaschinen wie Wikipedia. Die geben die Möglichkeit eine dritte Meinung zu bekommen. Dann gehe ich auf die Firmenhomepage, weil die Informationen meist besser und aktueller sind. Wenn ich dann noch weitere Informationen bauche, gucke ich mir Diskussionsforen an. Ich weiß zwar, dass das der Inhalt sehr subjektiv ist, aber man kann über die Meinung anderer Leute lesen.

Es kann sehr positiv sein, wenn Firmen sich in Foren als Firma erkenntlich machen und auf Userfragen und Kritik antworten. Ich habe gesehen, dass die Telekom eine Facebook-Seite hat und da gibt es Leute, die Kritik äußern z.B., weil sie zu lange auf ihre Bestellung gewartet haben. Dann kommt da von einem Service-Mitarbeiter eine Antwort in Form von einem öffentlichen Post, den jeder mitlesen kann und es wird eine Servicelösung angeboten. Das finde ich gute Werbung.

Wenn bei Facebook CSR-Informationen in Firma einer kommerziellen Werbeanzeige auftauchen, würde ich es direkt ignorieren.

Ich finde, dass das Internet viele Möglichkeiten bietet, um die Kommunikation transparent zu machen.

Interviewee (f):

English	German
It will be difficult for Krombacher to communicate all this information on a poster or on other information material since the company cannot add a long informing text.	Es wird schwierig für Krombacher all diese Informationen auf einem Poster oder in Informationsmaterial zu kommunizieren. Sie können nicht einfach einen langen Text hinzufügen.
It makes companies more attractive if they get involved in socially responsible projects to do something good, for example by communicating the heritage of their products as well as supporting employees throughout the supply chain, and to assure them a fair work-environment and payment.	Es macht Firmen attraktiver, wenn sie sich in sozialen Projekten engagieren, um etwas Gutes zu tun, z.B. könnten sie die Herkunft ihrer Produkte erklären, die Mitarbeiter in der gesamten Supply Chain unterstützen, und ihnen ein angenehmes Arbeitsumfeld bieten und eine faire Bezahlung.
CSR is just a mean of improving the corporate image but actually companies do not undertake related projects at all or silently just close them down after a time. Therefore I have a rather critical opinion towards CSR.	CSR wird nur dazu genutzt, um das Firmenimage zu verbessern, aber letztendlich führen die Firmen keine themenverwandten Projekte durch oder stoppen diese einfach still und heimlich nach einer Weile. Daher stehe ich dem ganzen eher kritisch gegenüber.
I have seen negative examples of CSR in the food industry, for example, Nestlé, which wanted to show off with their pretended CSR interest externally. However, a documentary has uncovered that they stopped caring about their project, which was about water for the third world countries, a year after they started it.	Ich habe einige negative Beispiele im Bereich CSR von Lebensmittelfirmen gesehen. Nestlé z.B. wollte Aufmerksamkeit bekommen durch ihre angebliche CSR-Strategie, aber dann gab es eine Dokumentation, die aufgedeckt hat, dass sich die Firma ein Jahr später nicht mehr um das angebliche Wasserprojekt gekümmert hat.
I connote Facebook and its blue buttons with Social Media.	Ich bringe mit Social Media Facebook und die blauen Buttons in Verbindung.
I mainly use Facebook because there are most of my contacts. I use Twitter, LinkedIn, Xing, Instagram; I know Pinterest, but do not use it. In Twitter I have already 200 followers. I use LinkedIn and Xing less.	Ich benutze hauptsächlich Facebook, weil da die meisten meiner Kontakte sind. Ich nutze Twitter, LinkedIn, Xing, Instagram; Ich kenne Pinterest, nutze es aber nicht. Bei Twitter habe ich immerhin 200 Follower. LinkedIn und Xing nutze ich weniger.
I use social media to maintain contacts, to communicate, and to find events. I use pages on Facebook and LinkedIn as well as news feeds for updates e.g. concerning	Ich nutze Social Media, um Kontakte zu pflegen und um zu kommunizieren, und Events zu finden. Ich nutze Seiten auf Facebook, LinkedIn, sowie Newsfeeds für Updates z.B. für

applications	Bewerbungen.
I 'like' companies on Facebook. If I 'like' their official page, I assume that they provide credible information, which I can trust.	Ich 'like' Firmen auf Facebook. Wenn ich die offizielle Facebook-Page 'geliked' habe, gehe ich davon aus, dass das glaubwürdige Informationen sind, denen ich trauen kann.
I thought Spiegel was trustworthy; however, it is not like that. The authors give their own opinion and judgment. I think that their article 'Drinking for the gorillas' is just panicmongering, in order to get attention, and this is not reliable.	Ich dachte Spiegel wäre glaubwürdig, aber das ist nicht mehr so. Die Autoren bringen eigene Meinung und Wertung mit hinein. Ich finde deren Artikel 'Saufen für die Gorillas' ist Panikmache um Aufmerksamkeit zu bekommen, und das ist unglaubwürdig.
I search for information only about special, expensive products, not about daily products e.g. bread.	Ich suche Informationen nur über besondere, teure Produkte, nicht über tägliche Produkte z.B. Brot.
On Facebook, companies can post false information. However, many opinions accumulate and companies have to react on that.	Auf Facebook könnten Firmen zwar Unwahrheiten posten, aber es kommen da ja Meinungen von anderen zusammen, auf die Firmen gezwungenermaßen antworten müssen.

Interviewee (g):

English	German
In Online Forums I have the feeling that experts talk about a specific topic and offer help when consumers have specific questions, and that it would be easy to detect if just anyone without knowledge leaves comments.	Bei Foren, ist zumindest mein Eindruck, ist es so, dass es „Experten" sind die sich da meistens melden zu einer bestimmten und konkreten Frage und dass da schnell Kommentare, die von irgendeinem Dulli verfasst werden, auffliegen.
It would be nice to know if the money was actually donated and used for the project. This could be easily done by showing the remittance slip of the yearly turnover for the rainforest project.	Es wäre schön zu wissen, ob das gespendete Geld auch wirklich für das Projekt eingesetzt wurde. Das kann einfach gezeigt werden, indem man den Überweisungsträger vom jährlichen Umsatz des Regenwaldprojektes zeigt.
The company itself manages the commercial. If it is not transparent and verifiable enough, the question of whether or not this project only exists on paper or in reality appears	Die Firma selbst ist für die Werbung zuständig. Wenn es nicht transparent und nachprüfbar ist, kommt die Frage auf, ob es das Projekt nur auf dem Papier gibt oder, ob es wirklich existiert.
As long as I have Internet, I am connected	Ich bin zu jederzeit an jedem Ort der Welt,

to other people, no matter where I am and what time it is.	sofern ich Internet habe, online und damit mit anderen Menschen verbunden.
Facebook, Google Plus, Twitter. These are three buzzwords. Xing as well. Furthermore, it is target group oriented and offers a broad communication.	Facebook, Google Plus, Twitter. Das sind so drei Schlagwörter. Xing auch. Außerdem ist es zielgruppenorientiert, und bietet eine umfassende Kommunikation.
One can simply shut down the computer or mobile. If one wants to take part in it, then that is possible, but there is always the option to turn it off. It is a bit of self-presentation. Not that I do that primarily, but it happens and I would lie if would not say I never post cool photos to make others jealous.	Man kann seinen Rechner bzw. Handy abschalten. Wenn man also daran teilnehmen möchte, dann kann man das ganz gut, wenn man aber kein Bock darauf hat, kann man auch ausschalten. Es ist ein bisschen Selbstdarstellung, Nicht, dass ich das primär mache, aber es kommt vor und ich würde lügen, wenn ich sage, dass ich nie ein geiles Foto hoch lade, um da jemand anderen vielleicht neidisch zu machen.
I surf the web quite a lot and use the social media offer, especially to procrastinate from studying.	Ich bin sehr viel am Surfen und nutze die Social Media Angebote vor allem, um mich vom Lernen abzulenken.
I do not follow pages of companies or brands on Facebook.	Ich folge keinen Firmenseiten oder Marken auf Facebook.
I use Google to look for product information. I have never used social media, such as Facebook, for that. I think if I would look up a product on Facebook, then the company itself possibly markets it. And that is no independent experience sharing, I would say. If I search on Google, and different users offer their opinion, then it is rather objective and if I want to buy a product, then I do not only want to hear the sugar-coated version, but also the disadvantages of a product.	In Google suche ich nach Produktinformationen. Aber soziale Medien wie Facebook habe ich dazu eigentlich nicht genutzt. Ich glaube, wenn ich jetzt ein Produkt bei Facebook nachschauen würde, dann würde das wahrscheinlich von der Firma selber vermarktet werden dort. Und das ist dann keine unabhängige Erfahrungsteilung, sage ich mal. Wenn ich das bei Google suche und da verschiedene Nutzer ihre Meinung zu dem Produkt abgegeben können, dann ist das eher objektiv und wenn ich ein Produkt kaufen möchte, dann möchte ich nicht nur die geschönte Version, sondern auch die Nachteile des Produktes sehen und irgendwie vorher in Erfahrung bringen.

Interviewee (h):

English	German
I believe Krombacher enough that they will donate the money without further proof.	Ich glaube Krombacher genug, dass die das Geld überweisen, und brauche da keine weiteren Beweise für.
Simply saying that they are protecting the rainforest in Africa is too vague … Africa is an entire continent. They could talk about a specific village where they save the rainforest to create a deep relationship with the consumer and the actual project. Actually, an idea that is probably difficult to arrange would be if someone from the company knows the village, or has even been there and could be the representative of the project. I think this would really make it more authentic	Einfach nur sagen, dass man den Regenwald in Afrika rettet ist zu undeutlich… Afrika ist ein ganzer Kontinent. Die könnten z.B. über ein spezielles Dorf berichten in dem sie den Regenwald retten, um eine tiefere Verbindung zwischen dem Konsumenten und dem Projekt herzustellen. Eine Überlegung, die mit Sicherheit schwierig umzusetzen ist, wäre wenn jemand aus der Firma ein Dorf kennt, oder sogar schon dort gewesen ist und der Stellvertreter für dieses Projekt sein könnte. Ich glaube, dass das die ganze Sache authentischer machen würde.
I read an article, which explained how useless the project is when considering the negative impact that the production of the beer crate caused on nature. It said that even the production of it destroys the rainforest. Those impacts are bigger than the effects of saving 1 m^2 rainforest per beer crate.	Ich habe einen Artikel gelesen, der erklärt hat, wie sinnlos das Projekt ist, wenn man mal die negativen Einflüsse auf die Natur berücksichtigt, die bei der Produktion eines Bierkastens entstehen. Es wurde gesagt, dass sogar die Herstellung davon den Regenwald zerstört. Diese Einflüsse sind größer als der Schutz von einem 1 m^2 Regenwald pro Bierkasten
Why does Krombacher use the rainforest? Beer and rainforest are not related at all. They should find something that relates to the company, otherwise it is just promotion. Why do they not engage in the protection of ground water, or just the ecological cultivation of hops? This would at least signalize that Krombacher has an official interest in those resources and links the project to their company, which then leads to synergy effects.	Warum benutzt Krombacher den Regenwald? Bier und Regenwald passen nicht zusammen. Die sollten etwas finden, was zur Firma passt, ansonsten ist es nur Werbung. Warum engagieren die sich nicht am Schutz des Grundwassers, oder die ökologische Hopfenpflanzung? Das würde immerhin signalisieren, dass Krombacher ein offizielles Interesse an diesen Ressourcen hat, und die mit der Firma verbringen, was Synergieeffekte hervorruft.
Companies' intention to present themselves positively in public.	Die Intention der Firmen sich nur positiv in der Öffentlichkeit darzustellen.
I connote social media with communication.	Ich verbinde Social Media mit Kommunikation.

Communication somehow, which takes place on the Internet. It has started with SMS. But I would define phone calls as social media, but rather non-verbal actions. Mainly writing or exchanging pictures.	Schon halt Kommunikation irgendwie, was halt inzwischen hauptsächlich übers Internet läuft. Aber generell hat es mit SMS mal angefangen. Also ich würde Telefonieren nicht zu Social Media zählen, sondern schon eher so non-verbale Sachen. Schreiben halt hauptsächlich oder auch mal Bilder hin-und herschicken.
I see it a bit ambivalent. On one hand it is handy. I only use WhatsApp, but I guess it is the same with Facebook where one can forward messages online, different from calling or so, and that one can forward pictures and music etc. I like the fact that online groups exist, but social media became too much the centre of life. I know so many people, of whom I have the feeling that they do not call or talk properly with each other anymore, or they do not focus on their conversation partner. They constantly check their phones. Even if something important comes up, they just write via WhatsApp because they are unable to have proper conversations.	Ich sehe das ein bisschen ambivalent. Ich find es einerseits sehr praktisch. Ich nutze jetzt halt eben nur WhatsApp, aber ich denke das ist bei Facebook jetzt ähnlich, dass man halt online Nachrichten verschicken kann, jetzt anders als halt eben anrufen oder so, und dass man auch Bilder und Musik oder so verschicken kann. Dass man irgendwie Gruppen hat, finde ich ultrapraktisch, aber es ist schon so, dass das Ganze zu sehr jetzt im Mittelpunkt des Lebens steht. Ich kenne jetzt einfach so viele, bei denen ich das Gefühl habe, dass die gar nicht mehr richtig telefonieren oder reden oder haben nicht mehr diesen Fokus auf den Gesprächspartner, sondern es ist immer das Handy halt mit dabei. Selbst, wenn es um etwas Wichtigeres geht, rufen die nicht mehr an, sondern schreiben über WhatsApp, weil man einfach keine richtigen Gespräche mehr führen kann.
It facilitates the contact to other people, when one is or was abroad, e.g. concerning time shifts. That makes sense to me, but I also have Skype and email. I experience a connection, that facilitates the sharing of pictures, the possibility to follow and 'like' corporate websites, and the possibility to present oneself.	Es erleichtert den Kontakt zu anderen, wenn man im Ausland ist oder war, z.B. auf Grund von Zeitverschiebung. Das macht Sinn für mich, aber ich habe ja zum Beispiel auch Skype und Email. Was ich jetzt oft erfahren habe, ist die Verknüpfung, dass man ganz leicht Bilder posten kann, Internetseiten von Restaurants und Unternehmen folgen kann, und man sich selber präsentieren kann.
Since I am not on Facebook, I feel deprived, because people do not expect that some do not have Facebook and sometimes one does not get invited to events.	Dadurch, dass ich nicht auf Facebook bin, bin ich benachteiligt, weil die Leute gar nicht mehr damit rechnen, dass man kein Facebook hat und man dann teilweise gar nicht zu Veranstaltungen eingeladen wird.
One reveals so much data in the Internet.	Man gibt so viele Daten Preis im Internet.
I have more time for other things. I am more polite, because I do not immediately answer phone calls when I'm in a	Ich habe mehr Zeit für andere Dinge. Ich bin höflicher, weil ich nicht im Gespräch sofort auf das Handy umschalte, sobald es klingelt.

conversation. When searching product information, forums can be helpful. I mostly look for technical stuff. In forums, there are people who engage in certain things which quite well replaces or expands the manual. In forums there are nerds, who dig into things and find stuff, which companies do not find or do not want to admit. There I think it is very helpful. However, I rather look for information when I have already bought the product.	Auf der Suche nach Produktinformationen können Foren schon manchmal praktisch. sein. Ich suche halt meistens so technische Sachen. Und da gibt es dann halt Leute, die sich damit beschäftigen und das ersetzt und erweitert das Handbuch schon gut. In Foren sind Nerds, die sich da hineingraben und Sachen finden, die das Unternehmen nicht findet oder nicht zugeben möchte. Da finde ich es schon ziemlich praktisch. Ich schaue eher, wenn ich ein Produkt schon gekauft habe.

Group 2:

Interviewee (i):

English	German
A good parody is one that is funny	Eine gute Parodie ist, wenn sie lustig ist.
I only left comments when I was really dissatisfied with a product or service, or when it was the other extreme… when it exceeded my expectations.	Ich habe nur Kommentare geschrieben, wenn ich wirklich unzufrieden war mit einem Produkt oder Service… oder, wenn es das andere Extrem war, also wenn etwas meine Erwartungen übertroffen hat.
How much has already been saved since the start of the campaign?	Wie viel Regenwald wurde seit Anfang der Kampagne gerettet?
The rainforest project does not make sense at all. In order to protect as much rainforest as it is cleared every day, one would need to drink thousands of beer crates every day	Das Regenwaldprojekt macht keinen Sinn. Um so viel Regenwald zu schützen, wie jeden Tag abgeholzt wird, muss man tausende von Bierkisten täglich trinken.
I don't consider it to be a problem that Krombacher and the rainforest do not match with each other	Ich finde es egal, ob Krombacher und der Regenwald nicht zusammen passen.
Facebook. Peer pressure, everyone uses it. That is also the only platform that I use... I do not have Twitter or Instagram, for example.	Facebook. Gruppendruck. Jeder benutzt das. Das ist auch das Einzige, was ich habe. Ich hab z.B. kein Twitter oder Instagram.
Social media simplifies to be social e.g. to make appointments, to meet up to play soccer or invite for a party.	Social Media macht das Sozialsein einfacher, z.B. sich mit Leuten verabreden, wenn man Fußball spielen will oder zu einer Party einladen will. Ist

English	German
However, it is a different way of being social than from the way how we sit together now.	allerdings eine andere Art von sozial sein, als wenn wir hier grad sitzen.
My parents and friends should know where I am and stay updated. In the past, when I was traveling in Australia, I had to call them and write emails and that was connected with a lot of work. In social media, one can write way faster.	Meine Eltern und Freunde sollen wissen, wo ich bin und sollen up-to-date bleiben. Früher als ich in Australien reisen war, musste ich die anrufen und Emails schreiben und das war mit viel Arbeit verbinden. So kann man auch viel schneller schrieben.
I am passively active. The Facebook page is always opened on my computer. I do not write anything or follow sites, however from time to time I 'like' some nice photos.	Ich bin passiv aktiv. Ich habe Facebook am PC immer offen und schaue rein. Ich schreibe nichts und folge auch Niemandem, aber ich 'like' ab und an mal ein schönes Fotos.
I like pages e.g. of my favourite soccer club, in order to receive updates. I also sometimes 'like' company pages, when I have applied there. I get a low amount of updates, but I am also not that interested in that. I have never 'liked' product pages.	Ich 'like' Seiten z.B. vom Lieblingsfußballverein um Updates zu bekommen, wenn ich mal keine Bundesliga schaue. Ich 'like' auch Unternehmensseiten z.B. eine Firma, wo ich mich beworben habe. Ich bekomme da wenige Updates, aber es interessiert mich auch nicht so. Produktseiten habe ich noch nicht 'geliked'.
When I search for products, I do not look at Facebook, but use review pages. If those would be posted on Facebook, one could check them.	Wenn ich ein Produkt suche, schaue ich nicht auf Facebook, aber immer auf so Reviewseiten. Wenn man diese auf Facebook posten würde, könnte man da nachschauen.
If somebody posts a negative comment, the person offers the company the possibility to react to that matter.	Wenn jemand etwas Negatives posted, gibt er der Firma die Möglichkeit Stellung dazu zunehmen.

Interviewee (j):

English	German
Big companies have a high interest in social media tools, and even use it on the weekend. Smaller companies usually only use it to stay updated and to see what people think about the company. Big companies react to negative comments. The smaller ones usually don't, because they	Große Firmen haben ein Interesse an Social Media Tools, und benutzen es sogar am Wochenende. Kleinere Firmen benutzen es meistens nur, um Updates zu bekommen und zu sehen, was die Leute über die Firma denken. Große Firmen reagieren auf negative Kommentare. Die kleineren Firmen nicht, weil

hope that people will forget about it after a while. They are afraid of confronting the topic to raise attention of the topic, and to cause a shitstorm.	sie hoffen dass die Leute den Vorfall nach einer Zeit einfach vergessen werden. Die haben Angst davor das Thema anzusprechen und ihm somit noch mehr Aufmerksamkeit zu schenken, was diese Shitstorms verursachen kann.
How will the rainforest be saved?	Wie wird der Regenwald gesichert?
Krombacher should explain why they chose the project, why is it necessary and what impact does it have?	Krombacher sollte erklären, warum sie dieses Projekt ausgewählt haben, warum es notwendig ist und welchen Einfluss es hat.
There is a lack of relation between the rainforest and beer. They could have found a more convincing project.	Es fehlt die Verbindung zwischen Regenwald und Bier. Die hätten sich ein überzeugenderes Projekt überlegen können.
Facebook, Twitter, Instagram, Youtube, Tumblr, Xing, LinkedIn	Facebook, Twitter, Instagram, Youtube, Tumblr, Xing, LinkedIn
It takes up so much time, I am addicted, it starts to annoy me. However, it is also interesting because one can connect to each other globally and maintain contacts. One constantly feels obliged to reply to people. I am annoyed when pages I 'liked' post too much and I see more of them than from my friends... they should not post more than two times a day. I also do not want to see covered advertising or something inadequate.	Es nimmt zu viel Zeit in Anspruch, ich bin süchtig danach, es nervt langsam. Es ist aber auch interessant, weil man sich weltweit verbinden kann und Kontakte pflegen kann. Man fühlt sich verpflichtet ständig Leuten zu antworten... und mich nervt es wenn die 'gelikten' Seiten" zu viel posten und ich mehr von denen sehe als von meinen Freunden. Die sollen nicht mehr als zweimal am Tag posten. Ich möchte auch keine Schleichwerbung oder was Unpassendes sehen.
I am more the passive user.	Ich bin eher der passive Nutzer.
I sometimes post nice photos of me or when I have booked a flight or trip, to show off. I also like to read, but I rather did that before. Today I am only 10-15 minutes online, in order to check my inbox. I only use social media to write messages.	Ich poste auch mal schöne Bilder von mir, oder wenn ich reise oder Flüge gebucht habe, um damit anzugeben. Ich finde es auch cool zu lesen, aber das habe ich früher gemacht. Heute bin ich nur noch 10-15 Minuten online, um wirklich Nachrichten zu lesen. Sonst nutze ich Social Media nur noch um Nachrichten zu schreiben.
I 'like' news pages, especially from abroad to stay updated, and hotels, locations etc. I don't 'like' many companies or products, but honestly, I have lost the overview.	Ich 'like' Nachrichten Seiten, auch viel aus dem Ausland um da etwas mitzubekommen, Hotels, Locations, eher weniger Firmen und Produkte, aber ich habe den Überblick verloren.

Interviewee (k):

English	German
A parody is when the same content is used and presented in a funny way. I think it is entertaining.	Eine Parodie ist, dass du das gleiche nimmst und auf eine lustige Art und Weise darstellst. Find ich lustig.
At first sight, it seems like a wise decision. Two years ago, where I was already interested in this topic, I would have probably encouraged this decision. However, now I know how their approach of "saving" the nature looks like in reality. But in the end one can criticize everything.	Auf den ersten Blick scheint es eine kluge Entscheidung zu sein. Vor zwei Jahren, wo ich schon an dem Thema interessiert war, hätte ich diese Entscheidung wahrscheinlich unterstützt. Heute weiß ich allerdings wie der WWF die Natur wirklich schützt. Trotzdem kann man am Ende immer alles kritisieren.
It is important that the opportunity for those channels exists to make a video or documentation about the project to assure that the company has nothing to hide. This assures credibility.	Es ist wichtig, dass die Möglichkeit für diese Sender existiert, dass sie ein Video oder eine Dokumentation über das Projekt machen können, um zu versichern, dass die Firma nichts zu verschleiern hat. Das gibt Glaubwürdigkeit.
How will the rainforest be saved?	Wie wird der Regenwald gesichert?
The aspect of cultivation vs. transport is interesting to me. Often products are marked as being ecological even though they come from across the world.	Für mich wäre der Aspekt Anbau vs. Transport sehr interessant. Oftmals sind auch Produkte als , 'BIO' ausgezeichnet, die von der anderen Seite der Welt kommen
Eliminating additives in a product is a buying argument for me.	Zusatzstoffe zu reduzieren wäre ein Kaufgrund für mich.
Where is the relation between Krombacher and the rainforest?	Wo ist die Verbindung zwischen Krombacher und dem Regenwald?
CSR activities have to be related to the product, otherwise one does not believe the companies because it does not become clear what CSR helps for.	Die CSR-Aktivitäten müssen eine Verbindung zum Produkt haben, ansonsten glaubt man den Firmen nicht, weil es nicht deutlich wird was CSR bewirkt.
Companies do not pursue CSR activities with large interest, but just use them to keep up appearances	Firmen verfolgen CSR-Aktivitäten nicht mit einem großen Interesse, sondern nur um ihr Ansehen zu verbessern.
It is still a process that is often not well grounded in the company's organization and needs to receive more attention in various departments.	Es ist immer noch oft ein Prozess, der nicht richtig in die Unternehmensorganisation integriert ist und muss mehr Aufmerksamkeit von den verschiedenen Abteilungen bekommen.

The term is not well defined. It can mean anything.	Der Begriff CSR ist noch nicht genau definiert. Es kann so viel bedeuten.
I connote with social media a constant flow of information and newsfeeds of newspapers.	Ich verbinde mit social media einen konstanten Informationsfluss und Newsfeeds von Zeitungen.
I know Twitter, but do not use it. I use Xing, and stopped using StudiVz. I know LinkedIn but do not use it.	Ich kenne Twitter, nutze es nicht. Ich nutze Xing. Studivz nicht mehr. Ich kenne auch noch LinkedIn etc., aber die nutze ich alle nicht.
Excessive demand! Once I have not checked my Facebook account for eleven days. It took me two hours to answer all the messages, which is not very relaxing.	Überforderung! Ich habe einmal elf Tage nicht in meinen Facebook-Account geschaut und musste erstmal zwei Stunden lang alle Nachrichten abarbeiten. Das nimmt einem die Entspannung.
Everyone relies on the fact that people can be updated about everything all the time.	Alle Leute verlassen sich darauf, dass man immer alles mitbekommt.
If something "cool" happens, I also post it and I am happy when people 'like' it, however, that only happens every few weeks. I do not comment much. I mainly use private messages and closed groups	Wenn etwas Cooles passiert, poste ich es auch und freue mich, wenn es viele Leute 'liken', aber das passiert nur alle paar Wochen. Kommentieren tue ich nicht so viel. Mehr Nachrichten und geschlossene Gruppen.
I post special events in life, that other people can identify with as well, and give an update of my life.	Ich poste Lebensereignisse, womit andere sich auch identifizieren können und gebe ein Update von meinem Leben.
I am a reader.	Ich bin mehr so der Leser.
If I had a real question I would post it.	Wenn ich eine richtige Frage hätte, würde ich die auch posten.
I was contacted on Xing once, but I would not get in touch with companies, if the there was no previous contact.	Ich wurde mal von einer Firma kontaktiert auf Xing, aber wenn der Kontakt nicht besteht, würde ich nicht mit denen in Kontakt treten.
Nowadays, there are so many products and new innovations that are introduced. It becomes impossible as a consumer to make a decision, and one does not have the energy to check the information available. Sometimes I just close my eyes and just choose something, and then comments become less relevant, because I am already	Heutzutage hat man so viele Produkte und es ist alles immer wieder neu. Man kann als Konsument überhaupt keine richtig gute Entscheidung mehr treffen, weil alles schon wieder überholt ist. Man hat halt nicht die Energie sich alles anzugucken. Manchmal schließe ich einfach die Augen und such mir irgendetwas aus. Dann sind die Kommentare auch nicht mehr so relevant, weil man schon so überfordert ist mit dem Angebot an

| overwhelmed with the product choice. If I also want to check all the comments, then I am completely lost. | Produkten. Wenn man sich dann noch die ganzen Meinungen angucken muss, ist man verloren. |

Interviewee (l):

English	German
Companies are starting to realize that consumers do not live behind the times, but that they are looking for like-minded people, pair up, talk about a topic, and eventually take action. There are more and more people who educate themselves, and voice their opinion. This can be dangerous for companies if they keep underestimating the power of a group of people. If they want to exist in the future, they should listen to them more often.	Die Firmen merken, dass wir Konsumenten nicht hinterm Mond leben, sondern, dass es Leute gibt, die nach gleichgesinnten suchen, sich zusammentun und darüber reden. Es gibt immer mehr Menschen, die sich Gedanken machen und für die Zukunft von Firmen kann es gefährlich werden, weil die die Macht die so eine Gruppe hat, momentan unterschätzen. Wenn sie weiterhin existieren wollen, sollten sie vielleicht mal genauer hinhören.
Leaving comments is a way to get information, and to get in touch with people with similar interests and opinions.	Kommentieren ist eine Möglichkeit Dinge zu erfahren und mit Menschen in Kontakt zu treten, die das gleiche Interesse und Meinungen haben.
I really think that the consumer should request information about the way Krombacher spent the money, for example, on their website. As a result, the campaign's trustworthiness is increased.	Ich finde, dass der Konsument Informationen anfordern soll wie Krombacher das Geld gespendet aus, z.B. auf ihrer Webseite. Dadurch wird die Kampagne glaubwürdiger.
The transparency has to be assured. As a company it is important to not be afraid of demonstrating how internal processes work. A company can show their facilities, give information about wages that they pay, show from where they acquire their raw material etc.	Transparenz muss gewährleistet werden. Als Firma ist es wichtig, dass man keine Angst davor hat interne Prozesse zu erklären. Eine Firma kann ihre Einrichtungen zeigen, Informationen über Gehälter geben, und zeigen von wo sie ihre Rohstoffe beziehen.
Companies have the goal to make profit, and in the end it is all about money. But we have to give them the chance to react. They often face very structured organizational processes, employ many employees and take responsibility for them, which makes it impossible to change every process ad hoc.	Die Unternehmen haben als Ziel Profit zu machen, am Ende geht es nun mal um Geld. Aber man muss den Firmen auch eine ehrliche Chance geben zu reagieren. Die haben eine gewisse Struktur, viele Mitarbeiter, für die sie Verantwortung haben. Die sind so festgefahren und das geht nicht auf einmal.

Companies often use CSR and turn it into greenwashing. They highlight ecological activities in marketing to distract from aspects that are incorrect.	Firmen nutzen CSR oft und nutzen es letztendlich als 'greenwashing'. Sie heben ökologische Aktivitäten durch Marketing hervor, um andere Aspekte, die nicht so gut sind, zu verschleiern.
I have Facebook and Instagram and LinkedIn. I like LinkedIn because there is not so much slipslop and it gets to the point. I use Xing for spying people. I am a hard-core blog reader since 2008. I read much about lifestyle, not about outwardness. I take a look at YouTube because it is a good medium to easily show something visually. YouTube is rather commercial, but there is also Vimeo. It is a bit more alternative and artists use it, but it is not so common yet. I know Twitter, and also MySpace but that one does not really exist anymore. I know Pinterest as well. I am not active in forums. If I look for a topic, I end up on blogs and take a look at the discussion in the comment function. I find that especially interesting because a real conversation develops, which one can follow. Mostly, exiting stories develop and it is more diverse. One can see different perspectives of people. Additionally, there are pictures and videos in a blog and there are many possibilities to talk about bundled content. In a forum one just asks a question.	Ich habe Facebook und Instagram und LinkedIn. LinkedIn mag ich, weil man da nicht so viel Gelaber hat, sondern alles kommt auf den Punkt. Xing habe ich auch, um Leute auszuspionieren. Ich bin eine Hardcore-Blogleser seit 2008, viel über Lifestyle, nicht Äußerlichkeiten. YouTube guck ich mir auch oft an, weil es ein Medium ist um einfach visuell etwa herüberzubringen. YouTube ist ja mehr so kommerziell, aber es gibt auch noch Vimeo. Das ist etwas alternativer und da sind die Künstler unterwegs, wird aber noch nicht so krass genutzt. Ich kenne noch Twitter. MySpace kenn ich noch, das gibt es aber kaum mehr. Pinterest kenn ich auch noch. Bei Foren bin ich gar nicht. Wenn ich ein Thema suche, lande ich oft auf Blogs und ich schaue im Kommentarfeld die Diskussionen an. Das finde ich sehr interessant, denn dann wird es meist ein richtiges Gespräch, dem man folgen kann. Meist entstehen da richtig spannende Geschichten und es ist viel vielfältiger. Man sieht die unterschiedlichen Ansichten der Menschen. Außerdem gibt es im Blog gibt es nämlich auch meist zum Text noch ein Bild oder Video und es gibt dort viel mehr Möglichkeiten über gebündelten Content zu reden. Im Forum stellt man ja aber nur eine Frage.
I cannot make any use of Twitter. It does not give me anything that someone writes a short message. When I am interested in something, I want to be able to read more about it. I only go there when somebody explicitly tells me to do so. We use Twitter at work. For short messages it is good.	Mit Twitter kann ich nichts anfangen. Das gibt mir nichts, dass jemand da ne kurze Message verfasst. Wenn mich etwas interessiert, will ich mich ja belesen. Ich gehe nur dahin, wenn jemand explizit etwas sagt. Auf der Arbeit benutzen wir Twitter. Für kurze Sachen ist es gut.
For me, social media means distraction from real life.	Für mich ist Social Media Ablenkung vom wahren Leben.
Social media has drawbacks. I spend more time with it here in Sweden than with anything else. I consciously do not have a	Social Media hat seine schlechten Seiten. Verbringe mehr Zeit damit, als mit allem anderen hier in Schweden. Ich habe bewusste

Facebook app on my mobile. I have concluded that it is not a part of me and I want to stay away from it. It also has advantages like keeping contact, also with people that one only superficially met. With those, there can sometimes even develop something. However, there is the phenomenon of not replying. Yesterday, I spent an hour to finally reply to everyone because there are always so many. My friends sometimes do not reply and I ask myself if one does not have an interest in each other. I spend much time in social media. I 'like' a lot. Amongst these pages are many things such as sustainability-related topics, newspapers and organizations. Those are things, where I get updated about cool events and topics. I press on the 'like' button consciously. This should fulfil a cause. I do not press 'like' on pages of isolated individuals. Neither on company pages. Mostly I share content, which I want to show to people, e.g. the collapse in Bangladesh. I like to show something visually. I do not have a missionary behaviour on Facebook, but I want to give an impetus. I cannot do everything right, but it is good to start a dialogue.	keine Facebook-App auf dem Handy. Ich habe beschlossen, dass es nicht ein Teil von mir ist und will versuchen Abstand zu wahren. Es hat aber auch Vorteile, wie Kontakt halten zu Leuten, auch mit welchen die man nur gestreift hat. Und, dass sich dann da sogar etwas entwickeln kann. Allerdings gibt es da ja auch das Phänomen des Nicht-Zurückschreibens. Ich habe gestern eine Stunde damit verbracht endlich mal allen zu antworten, weil es immer so viele sind. Meine Freunde schreiben auch manchmal nicht zurück und dann frage mich, ob man kein Interesse aneinander hat. Ich verbringe sehr viel Zeit in Social Media Ich 'like' viel. Es sind schon viele Sachen dabei wie Nachhaltigkeit und Zeitschriften und vor allem Organisationen. Das sind Sachen, wo ich etwas mitbekomme über coole Aktionen oder Themen. Ich 'like' mit Bedacht. Es soll einen Zweck erfüllen. Ich 'like' weniger Einzelpersonen. Firmen nicht. Meist teile ich Sachen, die ich den Leuten zeigen möchte, z.B. über den Einsturz in Bangladesch. Ich finde es gut, etwas Visuelles zu zeigen. Ich habe zwar kein Missionarsverhalten bei Facebook, aber ich will einen Anstoß geben. Ich kann auch nicht alles richtig machen, aber es ist gut einen Dialog anzufangen.

Interviewee (m):

English	German
Krombacher decided to work with a non-governmental partner, that increases trustworthiness They should recalculate the number to km^2, add figures about the yearly deforestation, and finally put the numbers in relation to what the WWF has already saved, and how	Krombacher hat sich dazu entschlossen mit einer NGO zu arbeiten, welche Glaubwürdigkeit steigert. Die sollten die Zahl zu km^2 umrechnen, Zahlen über die jährliche Abholzung hinzufügen, und dann die Zahlen in Relation dazu setzen, was der WWF schon gerettet hat,

English	German
much of that is thanks to Krombacher. 1 m^2 is not a lot compared to the amount of soccer fields that are deforested every day.	und angeben, was davon von Krombacher gerettet wurde. 1 m^2 ist nicht viel, wenn man vergleicht wie viele Fußballfelder große Regenwald Flächen jeden Tag abgeholzt werden.
I know that FRoSTA does not have any additives in its frozen food. I actually started to buy it when I heard about it, because I also like the fact that it states exactly which ingredients the food has, and they highlight the fact that they avoid additives.	Ich weiß, dass FRoSTA keine Zusatzstoffe in ihren Tiefkühlgerichten hat. Nachdem ich das gehört habe, habe ich sogar angefangen die Produkte zu kaufen, weil ich außerdem auch mochte, dass sie genau sagen, welche Inhaltsstoffe deren Gerichte haben, und ihren Verzicht auf Zusatzstoffe sehr hervorheben.
Not only the economic responsibility but also the environmental and social responsibilities become more important. Is a topic that will develop more and more in the future and will gain in importance.	Nicht nur die ökonomische Verantwortung, sondern auch die Umwelt und Soziale Verantwortung werden immer wichtiger. Es ist ein Thema welches sich in der Zukunft immer weiter entwickeln wird und wichtiger wird.
People have started to develop an understanding for the importance of not only looking for profit but also about the environment and its people. With this in mind different concepts and approaches developed, for example the term Corporate Social Responsibility, Corporate Citizenship and finally CSR, which includes three types of responsibility: economic, social, and ecological responsibility. The goal is to balance those dimensions. However, this is difficult and companies usually have to find a compromise and one area of responsibility will usually gain less attention.	Menschen haben ein Verständnis dafür entwickelt, dass man nicht nur an Profit denken kann, sondern auch an die Umwelt denken muss und an die Menschen. Dann hat sich das immer mehr entwickelt und es gab verschiedene Begriffe daraus... Corporate Sustainability zum Beispiel, oder Corporate Citizenship und dann hat sich irgendwann der Begriff CSR entwickelt, der drei Arten von Verantwortung umfasst: die ökologische Verantwortung, die ökonomische Verantwortung und die soziale Verantwortung und es wird probiert diese drei Felder in Einklang zu bringen. Das ist allerdings schwierig, und Firmen müssen deshalb auf einen Kompromiss eingehen, wodurch eine Dimension weniger Aufmerksamkeit bekommt.

Interviewee (n):

English	German
It was not the intention to post it on social media. It was only the intention to give feedback about a service that I received. I wanted to inform the company	Es war nicht die Intention das auf Social Media zu posten. Das war einfach die Intention Feedback zu geben über eine Leistung, die ich erhalten habe und das Unternehmen wissen zu

so they could adapt the service to the customers needs.	lassen, dass die sich dementsprechend dem Kundenwunsch anpassen können.
Attention, attention, attention. Attention. Mostly also because of procrastination. Then someone else will comment it… if someone is bored he leaves comments and posts.	„Attention, attention, attention. Aufmerksamkeit. Vielfach auch einfach Prokrastination. Dann wird jemand anderes drauf kommentieren... weil jemand Langeweile hat postet jemand etwas.
The WWF is an equivocal firm and not everything they do is always the way it should be, hence, I cannot say that choosing WWF was a very wise decision from Krombacher. Furthermore, I see it as a marketing campaign and cannot trust the organization and the brand.	Der WWF ist eine fragwürdige Organisation und nicht alles, was sie tun, ist immer so, wie es sein sollte, darum kann ich nicht sagen ob es eine kluge Wahl von Krombacher war den WWF zu nehmen. Außerdem sehe ich es als Marketing Kampagne und kann der Organisation und der Marke nicht vertrauen.
How will the rainforest be saved?	Wie wird der Regenwald gerettet?
If an identifiable strategy exists, which is maybe even three steps ahead of the criticism of the media, then it is trustworthy.	Wenn eine erkennbare Strategie existiert, welche der Kritik vielleicht sogar drei Schritte voraus ist, dann ist es glaubwürdig.
I would prefer a more specific project, to get a clue where the CSR project is undertaken, and what has been done.	Ich würde ein spezifischeres Projekt bevorzugen, um ein Verständnis darüber zu bekommen, wo das CSR-Projekt durchgeführt wird, und was schon gemacht wurde.
Drinking beer and fresh water preparation would be a lot more convincing than planting trees and drinking beer.	Bier trinken und Frischwasseraufbereitung wäre überzeugender gewesen als Bäume pflanzen und Bier trinken.
Drinking beer and saving the rainforest is not related at all.	Bier trinken und den Regenwald retten passt überhaupt nicht zusammen.
It is important to honestly communicate what my products include, how I produce them, that I pay fair wages, that I follow the law, pay taxes and that I simply follow my responsibility of being an honest entrepreneur. I am supposed to keep long-term contract, and that I only break such a contract when there is no other possibility. It is all about thinking long-term and about having a strategy that does not hurt others	Es ist wichtig wahrheitsgemäß zu kommunizieren, was meine Produkte enthalten, wie ich sie produziere, dass ich faire Löhne zahle, dass ich dem Gesetz folge, dass ich Steuern zahle und dass ich einfach meiner Verantwortung als ehrbarer Kaufmann gerecht werde. Ich stehe in der Verantwortung Langzeitverträge einzuhalten, und sie nur zu brechen, wenn ich keine andere Möglichkeit habe. Es geht darum langfristig zu denken und eine Strategie zu verfolgen, die anderen nicht schadet.
For me, social media is Web 2.0 or rather	Social Media ist für mich Web 2.0 bzw. Web 3.0.

web 3.0.	
What had formerly been the letter has become telephone, and that has become email, and now it is social media. It is just another step in the communication technology.	Was früher Brief war, wurde dann Telefon, und was dann Telefon war wurde dann Email, und das ist jetzt Social Media. Das ist für mich also einfach ein Schritt weiter in Kommunikationstechnologie.
Social Media means Facebook, Twitter etc.	Social Media ist Facebook, Twitter etc.
I consider the development to be positive. I do not have a negative attitude towards innovations. If it is quicker, better and nicer for people and they like it, then I find that great. I like it because it gives me an image and a name of a person. I find that often very helpful. Mostly, one can use those profiles to get phone numbers and an address. These can simply be saved in one's mobile and then one knows, where to go and has already an image in one's mind.	Ich finde die Entwicklung sehr positiv. Ich bin Innovationen nicht negativ gegenüber aufgeschlossen. Wenn das schneller und besser und schöner ist für Leute und die das mögen, dann finde ich das sehr schön. Ich mag das sehr gerne, weil es mir immer ein Bild einer Person gibt und dann einen Namen darunter. Ich finde das sehr hilfreich häufig. Meistens findet man bei solchen Profilen noch eine Telefonnummer und eine Adresse. und dann kann man sich einfach in sein Mobiltelefon speichern und dann weiß man, wo man hin muss und hat schon mal ein Bild vor Augen.
My behaviour is social media is rather active in comparison to many others. I have quite an active Facebook page, I am admin for many Facebook pages etc.	Mein Verhalten in Social Media ist relativ aktiv im Vergleich zu vielen anderen. Ich habe eine relativ aktive Facebook_Seite, bin Administrator für mehrere Facebook Seiten etc.
I search the information that I want to have about new food products on the back of the packaging because it is prescribed by law to state what the product contains.	Die Informationen, die ich über neue Lebensmittel haben möchte, suche ich auf der Rückseite von Verpackungen, weil da einfach nach Gesetz draufstehen muss, was drin ist.
Getting in contact with a company via social media works mostly quite fast, often better than sending an email or when calling them. Especially companies that are often criticized, are very present somewhere, and are under high pressure by media. They do answer on Facebook, Twitter etc. quite fast, when criticism comes up in order to hold that down. That is better as if one tries to queue in a waiting loop.	In Kontakt zu treten mit einer Firma via Social Media geht meistens relativ schnell, geht meistens besser, als wenn man eine Email schickt, und geht meistens besser, als wenn man sie anruft. Also insbesondere bei Unternehmen, die häufig in der Kritik stehen, die häufig irgendwo Präsenz sind und starken Mediendruck ausgesetzt sind. Die antworten auf Facebook, Twitter usw. relativ schnell, wenn Kritik auftaucht, eben um das niedrig zu halten. Das ist besser, als wenn man als wenn man jetzt versucht sich da in irgendeine Warteschleife anzustellen.
I have already left criticism on Twitter	Auf Twitter habe ich schon mal Kritik geäußert.

e.g. restaurants, when the food sucked. I have done that quite often. The reaction came very quick. Some were polite, some were not. There you can see who can get along well with social media and who cannot.	Bei Restaurants, wenn z.B. das Essen einfach scheiße war. Das habe ich schon öfter gemacht. Die Reaktion kam dann auch sehr schnell. Einige waren sehr höflich, und andere nicht. Da merkt man dann auch, wer gut mit Social Media umgehen kann und wer nicht.

Appendix 5: Platforms Mentioned in the Interviews

Ten respondents named *Facebook* (i, j, k, l, n, a, c, e, f, h, g), eight participants *Twitter* (i, j, k, l, c, e, f, g), seven participants *Xing* (j, k, l, a, e, f, g), five respondents *Instagram* (i, j, l, c, f), four interviewees *LinkedIn* (j, k, l, f) and *Whatsapp* (c, e, h), three participants *Pinterest* (l, c, f) and two interviewees *YouTube* (j, l) and *StudiVz* (c, e). Only one participant names *Google Plus* (g), *Vimeo* (l), *MySpace* (l), *Blogs* (l), *Tumblr* (j) as well as *forums* (l) and *regional communities* (e).