LISBON SCHOOL OF ECONOMICS & MANAGEMENT
UNIVERSIDADE DE LISBOA

MASTER OF SCIENCE IN

MARKETING

MASTERS FINAL WORK

DISSERTATION

THE IMPACTS OF SOCIAL MEDIA ON CSR (CORPORATE SOCIAL RESPONSIBILITY) AWARENESS IN ORGANIZATIONS

ANDRÉ PITANGUY PREZOTO

OCTOBER 2018

LISBON SCHOOL OF ECONOMICS & MANAGEMENT
UNIVERSIDADE DE LISBOA

MASTER OF SCIENCE IN MARKETING

MASTERS FINAL WORK

DISSERTATION

THE IMPACTS OF SOCIAL MEDIA ON CSR (CORPORATE SOCIAL RESPONSIBILITY) AWARENESS IN ORGANIZATIONS

ANDRÉ PITANGUY PREZOTO

SUPERVISOR:

PROFESSOR PAULO JORGE DE ALMEIDA GONÇALVES

OCTOBER – 2018

ACKNOWLEDGEMENTS

This section is dedicated to acknowledging and thanking all the people who supported me directly or indirectly to develop not only my Masters Final Work but also to obtain my Master of Science Degree and academic recognitions.

First of all, I would like to thank my family who has supported me all the way on moving to a different country to fulfill the dream of obtaining a Master of Science Degree abroad. Their support during my entire life has helped me overcome all the challenges I've faced and made me become the person I am today.

Second, I would like to thank my partner and my friends for all the support they provided, helping me in academic, professional and personal life and always giving me the best advices I could ask for.

Third, I would like to thank all the Professors I've met in this journey, especially my Supervisor, Paulo Jorge de Almeida Gonçalves who was extremely comprehensive, patient and supportive, always giving me amazing insights that helped me overcome this challenge.

Finally, I would like to thank my work colleagues, especially my bosses, Justine Charlet and Carlos Molinero, for all the inspiration, support and comprehensiveness provided.

To all of you, my most sincere thank you!

ABSTRACT

This study aims to analyze the impacts social media have on the way organizations build their Corporate Social Responsability (CSR) awareness. Social media are a global phenomena that has changed the way people, organizations and their stakeholders interact and communicate, therefore they can generate impacts on every part of organizations, including their CSR activities and awareness.

To understand and analyze those impacts, this study seeks to answer the following research questions: "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?". This research was conducted through a case study in which five semi-structured interviews with five representatives of different organizations were made and analysed. The analysis of those interviews was made with MAXQDA software, which is a tool developed to analyze speeches.

Among the main results found, it is possible to highlight the one regarding the role social media play in developping CSR awareness in organizations. Based on the results found, this research obtained some insights on the influence social media have on the way organizations communicate, analyze and build their CSR activities regarding their stakeholders' perspectives and awareness. The data analysis and conclusions aim to comprehend and highlight how social media can be used as a CSR tool within organizations.

Key-Words: Corporate Social Responsabilty (CSR), Social Media, Stakeholders, Communication.

RESUMO

Este estudo tem por objetivo analisar os impactos das redes sociais na forma em que as organizações controem o reconhecimento de suas Responsabilidades Sócio-Empresariais (RSE). As redes sociais fazem parte de um fenômeno global que tem alterado a maneira que pessoas, organizações e seus respetivos stakeholders se comunicam, de maneiraque elas geram impactos em diversas áreas das organizações, incluindo suas atividades e reconhecimento de RSE.

Para entender e analisar estes impactos, este estudo pretende responder as seguintes perguntas de investigação: "Qual o papel das redes sociais na construção das percepções dos stakeholders sobre as atividades de RSE de uma organização?" e " Como a comunicação da RSE nas redes sociais afeta o resconhecimento da RSE de uma organização?". Este estudo foi conduzido por meio de um estudo de caso em que cinco entrevistas semi-estruturadas com diferentes representantes de diferentes organizações foram coletadas e analisadas. A análise destas entrevistas foi feita com o auxílio do software MAXQDA, que é uma ferramenta para análise de discursos.

Dentre os resultados encontrados, destacam-se o papel que as redes sociais têm no desenvolvimento e reconhecimento da RSE nas organizações. Baseado nestes resultados, este estudo traz insights acerca da influência que as redes sociais têm na comunicação, análise e construção de suas atividades de RSE em relação às perspectivas e reconhecimento de seus stakeholders. Os dados analisados e conclusões obtidas têm por objetivo também destacar como as redes sociais podem ser usadas como uma ferramenta para RSE pelas organizações.

Palavras-chave: Responsabilidade Sócio-Empresarial (RSE), Redes Sociais, Stakeholders, Comunicação.

ACRONYMS LIST

CSR – Corporate Social Responsibility

IAB – Interactive Advertising Bureau

ISO – International Standards Organization

PM – Public Messages

SUMMARY

1. INTRODUCTION 1
2. LITERATURE REVIEW 3
2.1. Social Media, Stakeholders and Engagement 3
2.2. Corporate Social Responsibility in Organizations 6
2.3. Social Media as a CSR tool in Organizations 10
3. THEORETICAL FRAMEWORK 16
4. METHODOLOGY 17
4.1. Case Study 17
4.2. Data Collection & Analysis 17
4.3. Phylosophy Addopted 19
5. RESULTS & RESULTS' DISCUSSION 20
5.1. One-way Communication 20
5.2. Two-way Communcation 21
5.3. CSR Awareness 22
5.4. CSR Co-creation 22
5.5. Stakeholder Engagement 23
5.6. Stakeholder Empowerment 24
5.7. Stakeholders' Expectations 24
5.8. General Results 25
6. CONCLUSIONS, LIMITATIONS AND FUTURE STUDIES 29
REFERENCES 32
ATTACHMENTS 37
Attachment 1 – Interview Script 37
Attachment 2 – Link for Interviews 38
Attachment 3 - Table 6 – Questions Development 39

TABLES SUMMARY

1. TABLE 1 – TRADITIONAL CSR X CSR ON SOCIAL MEDIA 15
2. TABLE 2 – THEORETICAL FRAMEWORK 16
3. TABLE 3 – INTERVIEWEES CODING 18
4. TABLE 4 – CATEGORIES X TIMES IT WAS MENTIONED 20
5. TABLE 5 – CATEGORIES X ANSWERS CONTEMPLATED WITHIN CATEGORY 25

1. INTRODUCTION

Social Media have changed the way the world informs, communicates and connects people and organizations, since hundreds of millions individuals are active users of platforms such as Facebook, Twitter or Youtube (Cortado & Chalmeta, 2016). Organizations have acknoledged this phenomena, and started to adopt these platforms in their Corporate Social Responsibility (CSR) activities and communication, which can be defined as the set of actions that aim to further some social and environmental good beyond the organization's interests (Abitbol & Lee, 2017).

CSR communication and awareness is becoming an important factor to an organization's reputation and relationships with stakeholders (Cortado & Chalmeta, 2016); since CSR activities can foster the positive image of organizations (Ros-Diego & Castelló Martínez, 2011). Nonetheless, many organizations still lack high levels of CSR communication, specially on a two-way basis between organization and stakeholders as social media usually demand (Cortado & Chalmeta, 2016). According to Zaharapoulos & Kwok (2017), Social Media present some challenges to organizations due to their differences from traditional organizational ways of communication.

Understanding the role of CSR communication is critical, since it is a key factor to generate engagement between stakeholders which is prior to their participation in CSR activities (Taylor, 2013). Accordingly, the communication of CSR actitivies should be done considering the welfare of stakeholders, as a way to strengthen the relationships between organizations and stakeholder (Kirat, 2015).

The idea of CSR communication is deeply affected by social media in general, as those channels enable companies and organizations to have a massive access to public's general opinions and reactions, despite offering a cheap interaction way between them (DaSilva et al., 2013). Accordingly, the way companies develop engagement through CSR communication is also affected by social media, since it enables them to collect data and interact with general public in a two-way communication process (Navarro, Moreno & Al-Sumait, 2017).

Social media have also empowered stakeholders, as now they are able to share opinions and messages about organizations (Floreddo, Cabiddu & Evaristo, 2014). Organizations now put a lot of effort on its specific tools, as a way to improve their communication and interactivity with general public (Lovejoy, Waters & Saxton,

2012). Therefore, the misusage of social media may lead companies and organizations to have disavantages towards competitors, since the amount of investments an organization make in social media can be perceived as how opened and focused on societal trends and stakeholders' interests this organization is (Reilly & Hynan, 2014). According to Finfgeld-Connett (2015), some social media still lack full understanding of their potential.

Most of the existant research on the social media field are related to their use and penetration (Navarro, Moreno & Al-Sumait, 2017). For other important issues such as converting general social media users into active communicators, or which kind of content and behaviors stakeholders do expect from organizations, there are not that many studies (Navarro, Moreno, &Al-Sumait, 2017). For the CSR communication, most of the literature is focused on corporate websites and is descriptive by nature (Abtibol & Lee, 2017).

In this context, the main objective of this study is to analyze the impacts social media have on organizations' CSR awareness. For such analysis, a case-study was developed in which five different digital representatives from different organizations were interviewed. Associated with this goal, this research seeks to answer the following research questions: "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?". To answer both questions, the data collected was analyzed using the MaxQDA software. The main motivation for this study is to help building up knowledge on social media in order to highlight how this phenomena can become a powerful tool for CSR activities and changes. Though very recent, social media has completely re-structured the way the world communicates (Cortado & Chalmeta, 2016). Therefore, this study seeks to foster the usage of social media as CSR development tool.

This study is organized in six chapters, being this one the first. The next chapter is the Literature Review, in which the author discusses the main concepts and theories relevant for this study. Afterwards comes the theoretical framework of the categories used in MaxQD supported by the main concepts and theories discussed in chapter two (Literature Review). Next comes the Methodology, and after the results analysis which followed the theoretical framework. At last, on chapter six the author presents the main conclusions obtained in this study.

2. LITERATURE REVIEW

2.1. Social Media, Stakeholders and Engagement

The world has been going through deep changes in the way people and organizations communicate and interact with each other ever since many social media platforms appeared (Cortado & Chalmeta, 2016). According to Reilly & Hynan (2014), social media; such as Facebook, Twitter, Youtube and others; are technology platforms that facilitate dialogues through content sharing, wikis, blogs, reactions and interactions between organizations and stakeholders.

The fast-changing environment that social media have; which offers instantaneous and massive information sharing; represents a key-factor for corporate changes (Reilly & Hynan, 2014). According to Zhang, Albrecht & Scott (2018), social media have the ability to connect individuals through shared interests around the world. "In addition to giving companies massive access to millions of people (due to virality of online content), the social networks offer companies the opportunity to interact with its users and to reach their audience in a simple and cheap way" (Dasilva et al., 2013; p. 677).

This phenomenon today is commonly known as Web 2.0. Era (Abitbol & Lee, 2017). In the Web 2.0. Era companies tend to spend their resources in social network development and management in order to build and improve their strategies and relationships with stakeholders (Cortado & Chalmeta, 2016). One of the main causes for the expansion of this phenomenon is the increasing incorporation of social media into people's and organization's daily activities, and that will continue rising with the growing number of smartphones in use in present days (Soukup, 2015).

Despite the awareness of social media environment, companies still lack integrated strategy in social networks (Izo, 2010). A study developed by Wright & Hilson (2013) states that less than half (43%) of organizations really evaluates and analyzes what users are saying about them in social media environment. In addition to that, organizations today have less control over the communication process, due to the interactivity and speed of public's messages (Kaul et al., 2015).

Internet today is pushing organizations to have a strong presence on it, whether they like it or not, since all brands are eligible to become a topic on social media (DaSilva et al., 2013). The amount of resources an organization invests in social media can

reflect not only its openness to innovations, but also be perceived as its willingness to follow societal trends and stakeholder's preferences (Reilly & Hynan, 2014).

Stakeholders are also deeply affected by social media, and so is their relationship with organizations and other stakeholders, since digital platforms enable organizations to better identify and understand them, their needs and expectations (Navarro, Moreno & Al-Sumait, 2017). This accurate data collection that social media allows is valuable for building relationships between organizations and stakeholders, in a way it can generate engagement, commonly evaluated by the reactions and feelings of the user community on the content published by organizations (Bennett, Wells & Freelon, 2011).

The idea of engagement between the stakeholders and the organization can be translated as an emotional connection between them that promotes the feeling of loyalty (Navarro, Moreno & Al-Sumait, 2017). According to Cohen (2010), organizations must engage their stakeholders to openly discuss their needs and what they really expect from society and organizations.

Digital communication is also challenging Public Relations (Navarro, Moreno & Al-Sumait, 2017). According to Bérubé (2012), the two-way communication character social media demands Public Relations (PR) and other communication professionals to addopt a dialogue attitude as much as spreading one. This dialogue attitude enables Public Relations to play an important role facilitating the communication process based on reciprocral changes which create loyalty feelings and enduring relationships (Milette, 2012).

According to the IAB Annual Study on Social Media (2017), 83% of users follow at least one brand in social networks. This number translates how important it is for companies and organizations to participate in online communication today, specially because stakeholders want to interact with them (DaSilva et al., 2013). Organizations must strive to develop their PR department, which now needs to use social media as interactive platforms with their public in order to satisfy the communication needs these media demand (Charest, 2012).

The way an organization decides to communicate in social media has become a critical decision in sharing information and engaging stakeholders (Carboni & Maxwell, 2015). Stakeholders' engagement requires organizations to manage relationships in a public space shared by other stakeholders through proper understanding, orientation and responsibility sharing perspectives (Taylor & Kent,

2014). “Social Media provide organizations with oportunities to engage in simultaenous dialogic communication with many stakeholders in a public space” (Carboni &Maxwell, 2015:19).

In Twitter, for exemple, organizations can use some of the platform’s sharing tools to promote stakeholder engagement, such as the “@” symbol, which enables the author of the tweet to tag someone on their public message (Lovejoy, Waters & Saxton, 2012). “In the case of Facebook, replies can be seen by clicking on the “View Comments” option of each message, while in Twitter the responses that are posted can be observed by clicking on the “Details” option that appears in the “tweet” (Cortado & Chalmeta, 2016, p. 9). The tweets themselves can be considered as natural contextual responses that can be collected and do encompass cross-cultural perspectives of general public from around the entire world (Zhang, Albrecht & Scott, 2018).

The growing use of social media has empowered stakeholders since they can communicate with each other, disseminating their personal opinions and reactions on organizations (Floreddo, Cabiddu & Evaristo, 2014). This new environment is creating an extremely competetive atmosphere among companies and organizations, highlighted by Carboni and Maxwell (2015:19): “As social media use among organizations becomes more prevalent, organizations compete for the attention of users in the social media space. User engagement with an organization’s social media communications signals that organization has broken through to “win” the competition for user attention.”.

In order to obtain better results on their attempts to engage their stakeholders, organizations must not use social media simply as a way to share information, but rather as a space in which they can create real dialogues with users and foster interactivity (Lovejoy, Waters & Saxton, 2012). This new engagement process brings challenges to companies, as it reconfigurates the cultural and power relationships between companies and stakeholders (Castelló, Etter & Aarup-Nielse, 2015. It is essential for organizations to be coherent and transparent on their messages as well as open to public criticism (Golob & Bartlett, 2007).

As quoted on the studies of Abtibol and Lee (2017), one exemple of how interactions on social media work is Pepsi’s Refresh Project, an initiative that would grant money to people who would come up with the best ideas to help local community. However, this initiative didn’t have much sucess at first, since it only targeted Milennials who

were not spending enough time on social media. When Pepsi decided to add other stakeholder groups, and started to foster the campaign on Twitter using #PepsiRefresh (among other campaigns in different social media), the project took off (Perry, 2014).
The way an organization communicates shapes the way its stakeholders perceive it (Floreddo, Cabiddu &Evaristo, 2014). Therefore organizations need to be aware of how they manage their stategy in social media, in a way that they can effectively communicate with their stakeholders through online discussions that are alligned with the organizations' goals and missions (Zaharapoulos & Kwok, 2017).

2.2. Corporate Social Responsibility in Organizations

The way an organization fosters social good with no self interest required by law can define the notion of Corporate Social Responsibility (CSR) activities (McWilliams & Siegel, 2001). The set of international standards defined by ISO 26000 can be understood as the effort of several stakeholders to formalize basic practices that are required in such complex subject (Danubiano & Tedorescu, 2017).
Corporate Social Responsibility (CSR) has higher demands on companies, but it is not limited to them, since ISO 26000 mentions *Social Responsibility*, not *Coporate Social Responsibility* (CSR) in order to encompass businesses and organizations on the legal requirements of this subject (Danubiano & Tedorescu, 2017). To successfully implement CSR practices, stakeholder engagement is critical (Abtibol & Lee, 2017). According to Danubiano and Tedorescu (2017), the fulfilment of ISO 26000 minimum legal requirements should be done with stakeholders' collaboration and in the most transparent way possible.
The communication strategy of a company should consider the impact of CSR activities on the welfare of stakeholder in order to build relationships through those practices (Kirat, 2015). According to Lim & Greenwood (2017), CSR communication may have an impact on the achievement of CSR goals. One of the most common ways to communicate CSR activities is to promote what the organization has done in order to benefit society, especially on fields they have damaged on past, commonly referred as stakeholder information strategy (Morsing & Schultz, 2006).
Companies may also divulge information about their goals, actions and consequences on CSR, such as and integrated document which encompasses sustainability reports,

citizenship reports and social reports (Aureli, 2017). It is important to highlight that these kind of reports should target both internal and external stakeholders, as a way to demonstrate transparency for company's actions, building reliability and trut-worthy relationships (Bellringer et al., 2011).

According to Abitbol & Lee (2017), CSR activities should meet stakeholders' expectations, in order to foster engagement. Sloan (2009; p.26) defined stakeholder engagement as the "process of involving individuals and groups that affect or are affected by the activities of a company".

Engagement is a process that sets requirements both to the organizations and its stakeholders, such as understanding, appreciating and commiting to dialogue with each other (Johnston, 2014). The idea of engagement brings is mutual understaing between companies and stakeholders, as both are able to co-create actions (Cortado & Chalmeta, 2016). Therefore, engaging stakeholders is necessary in order to implement CSR actions, as their awareness of the CSR activities is prior to their participation in these initiatives (Taylor, 2013).

> "Scholars have emphasized that to increase stakeholders' awareness of CSR Initiative, two-way dialogic communication between companies and stakeholders is needed. This two-way communication allows companies to understand what stakeholder expect from a CSR Initiative, and in turn, allows stakeholders to learn about the various causes and efforts a company supports." (Abitbol & Lee, 2017; p.797).

Stakeholder engagement strategy dictates how an organization takes ethical and relational decisions that would benefit all stakeholders who are involved and partipating on the CSR initiatives (Taylor & Kent, 2014). "In addition, stakeholder engagement is one of the corporate sustainability assessment criteria for global rating systems for social responsibility in which corporate entities are encouraged to share control of the engagement process with stakeholders" (Lim & Greenwod, 2017; p.769).

According to Floreddo, Cabiddu & Evaristo (2014), there is a strong link between corporate communication and the organization's reputation, since the messages directed to stakeholders can lead them appreciate the organization's operations. Therefore, it is up to organizations to take two basic decisions when sharing CSR messages: 1) what will be presented and 2) how will it be presented (Morsing, Schultz

& Nielson, 2008). Accordingly, organizations should share only CSR messages that are coherent with their mission and values, in order to avoid bringing conflicting ideas both to the CSR activities and their reputation (Chandler & Werther, 2014).

The process of sharing CSR messages consistant with organizations' activities and culture is commonly referred as *Company-Cause Fit* (Abitbol & Lee, 2017). Research has shown that stakeholders perceive two primary motives for organizations actions: 1) public-serving (aiming external public benefits in general with no self-interest) and 2) company-serving (aiming only the company's best interests) (Forehand & Grier, 2003). "Stakeholders will attritbute a company's actions to public-serving motives if no benefit to the company is salient" (Abitbol & Lee, 2017; p. 798).

Therefore, it is critical that companies and organizations share CSR messages that would fall under their own company-cause fit (Chandler & Werther, 2014). On their studies, Forehand & Grier (2013) highlighted how stakeholders would consider a company's message more sincere if it would be closely related to the company's business. In this perspective, CSR goals should focus on strengthtening and developing communities in which organizations will operate for many future years, as a long-term approach which can turn into achievement of the organization's own goals (Greenwood & Lim, 2017).

The development of CSR activities and achievement of CSR goals can benefit an organization's reputation, since attracting critical publics turns into competitive advantage (Aksak et al., 2016). Acordingly, organizations should have a better understanding of CSR communication, as the way it is done can address stakeholders' needs and expectations in several diferent ways (Coombs & Holladay, 2011). "A company's choice of a communication channel for CSR not only reflects the stakeholder groups that the company seeks to engage but also gives insight into its communication strategy" (Greenwood & Lim, 2017; p.770).

CSR communication generates two needs to organizations in general: 1) the good performance on socially responsible activities and 2) the proactive communication of these actions to all stakeholders, internal and external (Isenmann, 2006). This brings many challenges to the management of CSR communication, since organizations often neglect some of the interests of stakeholders, even when they have proactive communication (Cortado & Chalmeta, 2016).

According to Illia, Zyglidopoulos and Romenti (2015), organizations must also pay attention the common belief shared among stakeholders that organizations

communicate their CSR commitments in a oportunistically way, which can foster mistrust and negative perspectives on the awareness of organization.

> "The theme of CSR is an issue that has been debated within companies for several years; ethics is also a subject of debate between businessmen and researchers, and a source of heated opinions among the citizenry. It seems clear that CSR was initially used as a good argument of marketing in corporate communications and brand values; but it is also very clear that companies are beginning to notice the criticism that such use arises and start to take steps to find new ways to approach the subject of corporate ethics" (Benavides, 2010; p.55).

Since CSR activities can generate business value, these practices started to be standardized in companies and organizations, which now voluntarily commit themselves in integrating environmental and social activities in their processes and mechanisms (Albareda & Balaguer, 2007). CSR behavior fosters the positive image of brands and increases reputation's capital, which is the ability of a company to generate public recognition of its value on a permanent basis (Ros-Diego & Castelló Martínez, 2011).

> "The proactive and voluntary contribution from a company in social, economic and humanitarian areas tends to improve its positioning, its competitiveness and its overall image in its environment. As a result, a large part of these actions have a direct impact in the field of marketing, insofar a s they promote positive effects on the perception that society and the market have of a company, its products, services and brands" (Ros-Diego & Castelló Martínez, 2011; p.4).

Understanding that CSR activities can add value to organizations is critical, but should never be the ground reason for addopting those practices, since any self-interest detected on those actions could lead stakeholders to mistrust organizations (Abitbol & Lee, 2017). Since stakeholder engagement is one of the basis for CSR practices, organizations should set their CSR communication accordingly to their CSR goals (Greenwood & Lim, 2017).

In order to engage stakeholders, organizations must have a two-way dialogue communication in which they both listen and reflect to stakeholders' voices and

interests (Greenwood & Lim, 2017). Getting the consent of stakeholders for CSR practices, engaging them into participating on those activities and maintaining a fluid dialogue are all key-factor to a two-way CSR communication that enables stakeholders engagement (O'Riordan & Fairbrass, 2014).

Bérubé (2012) has pointed out how the two-way communication is symetrical within organizations, since it demands understanding completely the interests of general public throughout equal exchanges between both parts (both public and organization express and listen their ideas creating a fluid communication process). According to Gómez, Chalmeta & Sosa-Valera (2012) CSR communication must generate engagement by inducing stakeholders to interact with organizations in a two-way communication model in which the exchange of ideas is fully encouraged, fostering opinions, collaborations and even attitudinal changes.

According to Pinillos (2009) CSR is related to ensuring that internal processes are executed in thw right way. When organizations highlight their CSR actions into their communication channel, not only they generate positive returns on their image but also foster CSR practices, contributing to the idea of Corporate Social Responsibiliy (Ros-Diego & Castelló Martínez, 2011). "Understood as a strategic element of corporate citizenship, CSR is a process of permanent integration and improvement that should always be guided by values such as voluntariness, consistency and transparency" (Ros-Diego & Castelló Martínez, 2011; p.4).

2.3. Social Media as a CSR tool in Organizations

Social Media have the ability to develop relationships through shared interests even between users and organizations who are geographically distant from each other (Zhang, Albrecht & Scott, 2018). The scenario built up by social media creates great opportunities for stakeholder engagement improving the CSR communication field, since stakeholder engagement is critical for successful implementation of CSR activities (Abitbol & Lee, 2017). Social media provide organizations and company the possibility to engage their stakeholders through online dialogues by constant observation of their opinions and reactions on relevant subjects (Mihalcea & Săvulesco, 2013). This possibility enables the development of CSR actions that can meet stakeholders' expectations, which are prior to effective CSR programs and

campaigns (Abitbol & Lee, 2017).

The changes social media brought to the CSR communication environment created stakeholders who are more sophisticated and skeptical towards CSR activities (Illia et al., 2013). As Abitbol and Lee (2017) stated, it is critical that the messages shared match organizations' mission and values. Accordingly, stakeholders do find those messages more sincere when they are related to the organizations' businesses (Forehand and Grier, 2003).

Being able to convince stakeholders on the reliability of shared messages is a key factor to CSR actions today, as the online dialogues in social media have empowered customers and stakeholders in a way that they became equals with organizations when it comes to building up relationships within social communities (Mihalcea & Săvulesco, 2013). Stakeholders have now the ability to disseminate their opinions and reactions on organizations and companies, providing them more power when building up relationships (Floreddo, Cabiddu & Evaristo, 2014). This ability also enables organizations and companies to collect valuable information on how their stakeholders are reacting to their businesses, in a way that researches on their interests can be conducted without the need of contacting formal entities to do them (Mihalcea & Săvulesco, 2013).

In Facebook and Twitter, for example, this stakeholder empowerement can be seen through public messages (PMs), a tool often used in the platform in which users use the symbol "@" to tag publicly another user, whether it is an individual or an organization (Lovejoy, Waters & Saxton, 2012). "On Facebook, interactivity includes the solicitation of feedback by the sending party, typically in the form of posting questions, calling for action by a user either in the form of online or offline participation, encouraging conversation with stakeholders by mentioning them in posts, and acknowledging stakeholders' participation or volunteer work" (Abtibol & Lee, 2017, p. 799).

Organizations who do not reply nor react to the public's messages they receive are usually seen as non-responsive (Lovejoy, Waters & Saxton, 2012). Accordingly, no engagement in CSR processes is created when organizations adopt a non-responsive attitude, since those actions should respond to stakeholders' expectations (Abitbol & Lee, 2017).

Therefore, managing responsiveness to stakeholdesrs' public messages can challenge organizations, especially big ones who often are overwhelmed by a great number of

them (Lovejoy, Waters & Saxton, 2012). Therefore, when organizations and companies answer authors of Public Messages (PMs) who mentioned them directly, not only they improve their service and responsiveness to this particular person, but also reach everyone else (Mihalcea & Săvulesco, 2013).

> "Users will pose questions and comments to the organization using a PM, and it is important for organizations to respond to and acknowledge these messages. Not responding to a question or comment posed in this way is the equivalent of not responding to an e-mail. It should be noted that some PMs are simply mentions of the organization that do not necessitate a response; however, many still acknowledge users for mentioning the organization. An additional purpose of PMs is to reduce the redundancy of answering the same questions repeatedly in private messages" (Lovejoy, Waters & Saxton, 2012; p.3).

From this dialogue perspective, it is possible to see how social media have changed CSR communication from one-way (focused on companies managing stakeholders) to a two-way communication (focused on dialogues between companies and stakeholders) (Cortado & Chalmeta, 2016). As mentioned before, increasing interactivity in CSR communication can lead organizations and companies to achieve several benefits, including reinforcement of messages' credibility and of identification feelings, which boost organizations' reputation (Eberle, Berens, & Li, 2013). Accordingly, two-way communication can maximize the potential organizations and companies have to develop long-term relationships with their stakeholders, which would include consumers, employees, shareholders and suppliers (Cortado & Chalmeta, 2016).

Understanding potential benefits social media can bring to CSR communication field within companies and organizations is critical, but it is also important to be aware of the risks these platforms generate (Cortado & Chalmeta, 2016). The same way an organization can discuss its CSR actions on social media, stakeholders can use them to express all their complaints and insatisfactions about this organization, damaging its reputation and CSR communication credibility (Einwiller & Steilen, 2014).

Also, as mentioned before, a non-responsive attitude can lead to bad perspectives on organizations (Cortado & Chalmeta, 2016). A study developed by Yin, Feng and Wang (2015) highlights how harmful non-responsiveness can be to organizations and

companies, especially in crisis periods, in which stakeholders expect from them emotional support; counter measures and commitment to developing possible solutions. On Twitter, for example, one tool that enables organizationz to communicate in a well-targeted way during crisis periods is the hashtag "#", which labels the information shared as part of a relevant topic in current discussion on the platform (Lovejoy, Waters & Saxton, 2012).

> "This communication tool works best when the hashtag has been agreed upon, which usually happens when an organization recommends a specific hashtag to be used by those interested in an event. Hashtags can be vital to getting information out quickly. In wake of the Haitian earthquake, the American Red Cross used the hashtag #Haiti to mark important messages about their relief efforts, and they encouraged individuals to use the hashtag to ask questions about the earthquake's aftermath and spread news about their relief efforts. The use of hashtags can help to sort through information in normal and emergency situations." (Lovejoy, Waters & Saxton, 2012; p. 4)

Choosing the topics to create well-targeted messages in social can be a challenge, since communicating CSR activities can either lead to good or bad publicity (Cortado & Chalmeta, 2016). When companies and organizations have conversations on topics only they have interest, the two-way communication would failure since stakeholders would perceive it as a monologue and no interest on the CSR communication would be created (Illia, Zyglidipoulos & Romenti, 2015). This phenomenon was referred by Morsing, Schultz and Nielsen (2008) as the "Catch 22 paradox", as a clear reference to the famous novel written by Joseph Heller in 1961.

Well-targeted messages in social media can benefit companies and organizations (Cortado & Chalmeta, 2016), but they are not the only key factor to improve interactivity and engagement with stakeholders, since the way the information is presented to public is also very important (Abitbol & Lee, 2017). The *user-friendly message format* is also important since the information shared needs to be accessible to public, including links to external pages, photos, graphics or even videos of the organization (Carrera et al., 2008).

> "Another tool used within tweets are hyperlinks. Many users add links to their website, blog, or other Internet sites to augment the

> information given in a tweet. Sharing links in a tweet can get followers interested in a story in the same way newspapers use headlines. Organizations encourage followers to read the whole story by following links to non- sites" (Lovejoy, Waters & Saxton, 2012; p. 4).

Presenting messages in a *user-friendly format* can bring benefits to public engagement on CSR communication in social media such as Facebook and Twitter (Abitbol & Lee, 2017). On Facebook, this happens through *likes, shares & comments*, three tools that provide users different ways to express their opinions, emotions and interests and to communicate those whether peer to peer or directly with organizations (Smith & Gallicano, 2015).

On Facebook, companies can either create their own profiles or pages, which can either be exclusively related to the company or on different topics and ideas which the company makes part of (Abitbol & Lee, 2017). CSR related pages on Facebook, for instance, can gather companies and activists, who would be able to diversify and expand their communication beyond time and space (Jahng & Lee, 2018).

> "If the goal of using CSR- dedicated pages is to engage the public and initiate dialogue, the results suggest it would be more strategic for companies to communicate messages related to CSR issues, preferably something congruente with the companies' mission nd values, and to include photos, links, or graphics with each message." (Abitbol & Lee, 2017: p.803).

Mihalcea and Săvulesco (2013) highlighted the two major opportunities social media offer organizations and companies: 1) to obtain precious insights into consumption patterns, lifestyle, interests, needs, satisfaction and general opinions of users; and 2) developing stakeholder engagement and interactivity. Therefore, it is possible to state that the way organizations use their social media is related to the way they want to be perceived by their stakeholders (Zaharapoulos & Kwok, 2017).

Social media can offer these two opportunities as their many tools mentioned help companies and organizations to easily share a significant amount of pertinent information, fortering engagement and interactivity (Lovejoy, Waters & Saxton, 2012). "The final result was a classification of CSR messages posted by the company according to the degree of interactivity with the user. Those messages in which the company does not interact with users apart from the initial post were therefore

included within the category "One-way communication" (Cortado & Chalmeta, 2016, p.9).

Table 1 compares how traditional CSR communication and CSR communication on social media affect companies and organizations within communication, brand awareness, and stakeholder engagement:

Table 1 – Traditional CSR X CSR on Social Media

	Traditional CSR	CSR on Social Media
Communication	- One-way dialogue communication (Cortado & Chalmeta, 2016). - No dialogue is established between organizations and users, but rather monologues in which organizations share information (Cortado & Chalmeta, 2016).	- Two-way dialogue communication (Cortado & Chalmeta, 2016). - Stakeholders and organizations can both create dialogue conversations through messages (Mihalcea & Săvulesco, 2013). - Communication can maximize their potential to develop long-term relationships with stakeholders (Mihalcea & Săvulesco, 2013).
CSR Awareness	- CSR can benefit organization's reputation the more sincere and free of self-interest their activities are (Floreddo, Cabiddu & Evaristo, 2014). - The way the organization develops its CSR activities dictates its awareness (Cortado & Chalmeta, 2016). - Organizations and companies must set their CSR activities to their core business to make it more convincing (Einwiller & Steilen, 2014). - Organizations don't have the urge to answer all stakeholders, as their communication is limited to one-way basis (Illia, Zyglidipoulos & Romenti, 2015).	- CSR can benefit organization's reputation the more sincere and free of self-interest their activities are. (Floreddo, Cabiddu & Evaristo, 2014). - Stakeholders can dictate the awareness of organizations due to the massive range their messages on the platform can reach (Cortado & Chalmeta, 2016). - Organizations and companies must set their CSR activities to their core business to make it more convincing (Einwiller & Steilen, 2014). - Non-responsiveness can be extremely damageful due to repercussion of messages (Abitbol & Lee, 2017).
Sakeholder Engagement	- Stakeholders play key-role when it comes to developping CSR activities (Greenwood & Lim, 2017). - Stakeholders' voice range is limited since communication works on one-way basis (Cortado & Chalmeta). - Participation on CSR activities is limited due to one-way communication dialogues (Cortado & Chalmeta, 2016).	- Stakeholders play key-role when it comes to developping CSR activities (Greenwood & Lim, 2017) - Stakeholders are empowered due to unlimited voice-range and possibility to reach a massive amount of people when sharing messages (Abitbol & Lee, 2017). - Stakeholders have the possibility to participate on the building of CSR plans and activities as these activities can derive from online initiative (Smith & Gallicano, 2015).

Table 1 - Source: The author (2018).

3. THEORETICAL FRAMEWORK

In order to analyze the interviews collected in this study, the author used MaxQDA software, a tool for speech analysis. Within this tool the researcher creates categories according to the thematics of the data that was collected. Since this study aims to answer the following research questions "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?"; all the categories were created aiming to identify which speeches within the interview match the theories presented in the Literature Review. Therefore, the author created Table 2, which is the Theoretical Framework in which the categories used to analyze the interviews are supported both by Table 1 and the Literature Review:

Table 2 – Theoretical Framework

	CATEGORY	AUTHOR	DEFINITION
Communication	One-way Communication	Cortado & Chalmeta, 2016	Focused on companies managing stakeholders.
	Two-way Communication	Cortado & Chalmeta, 2016	Focused on dialogues between companies and stakeholders.
CSR	CSR Awareness	Kirat, 2015	CSR Awareness reflects the welfare and perceptions of stakeholders.
	CSR Co-creation	Abitbol & Lee, 2017	Stakeholders and organizations can both create dialogue conversations through messages.
Stakeholders	Stakeholder Engagement	Navarro, Moreno & Al-Sumait, 2017	The idea of engagement between the stakeholders and the organization can be translated as an emotional connection between them that promotes the feeling of loyalty.
	Stakeholder Empowerment	Floreddo, Cabiddu & Evaristo, 2014	Stakeholders are empowered due to unlimited voice-range and possibility to reach a massive amount of people when sharing messages.
	Stakeholders' Expectations	Navarro, Moreno & Al-Sumait, 2017	Digital platforms enable organizations to better identify and understand their stakeholders' needs and expectations.

Table 2 - Source: The author (2018).

4. METHODOLOGY

4.1. Case Study

This study was conducted through one of the most common qualitative research existant, a case study (Yin, 2014); developed through an exploratory approach. As Malhotra & Birks (2006: p.87) defined, an exploratory research is "a research design characterised by a flexible and evolving approach to understand Marketing phenomena that are inherently difficult to measure". Case-Study reasearches are excellent to develop in-depth investigation of a particular theme through empirical research and also extremely useful when it comes to understanding individual and organizational phenomenas, due to its extensive analysis of one particular issue (Yin, 2014).

Considering that this study aims to obtain conclusions on a recent phenomena, as social media still lack research in many structural ways (Navarro, Moreno, & Al-Sumait, 2017); the exploratory approach is the best to be followed due to its ability to highlight conclusions of difficult-to-measure phenomena (Malhotra & Birks, 2006). Therefore, a case study is also suitable for this study as this method is efficient in exploring undefined scenarios, such as the social media one (Yin, 2014). When it comes to the research strategy, Saunders, Lewis & Thornhill (2012) highlighted three strategies commonly used in case study approaches: in-depth/semi-structured interviews, archival research and direct/participating observation.

4.2. Data Collection & Analysis

Considering the focus on exploring how social media can impact the CSR awareness of a company, this research will follow a qualitative approach, as qualitative data allow researchers to meaningfully analyze them by making sense of subjective information that come from socially constructed meanings (Saunders, Lewis & Thornhill, 2012). The method used were five semi-structured interviews with different CSR representatives of organizations.

"The depth interview can be driven by topic guide, made up of a just a few topics covering a very broad range of issues. From these few topics, the nature of questions, the order of questions and the nature of probes can be driven by the interviewer's

perception of what will draw the best out of respondents" (Malhotra & Birks, 2006, p.183). The five interviewes were collected from 5 different representatives of different organizations in order to obtain the most diverse perspectives on the subject possible.

The interviewees were chosen based on their knowledge and current position related to social media channel, in a way they would be able to understand the phenomena and provide this study valuable insights on the subject. The interviews were recorded and later, transcripted (in some cases translated as some of them were made in portuguese), though the interviewees' identity will remain anonymous to protect their privacy. Table 3 shows the codes attributed to each interviewee, which position they currently occupy, how long they've been in that position and what is the segment of the organization they work:

Table 3 – Interviewees Coding

Nº	**Position**	**Segment of Organization**	**Years in Position**	**Code**
1	Digital Marketing Manager	Beauty & Cosmetics	5	I1
2	Senior Marketing Manager	CRM Solutions	2	I2
3	Digital Marketing Manager	Business Consulting	7	I3
4	Digital Marketing Strategist	Online Educational NGO	1	I4
5	Senior Brand Manager	Newspaper & Media	10	I5

Table 3 - Source: The Author (2018).

The interviewees had to answer seven questions that were previously created by the author in the *Interview Script* (see attachment 1). All of the questions were created based on the concepts and theories discussed in the Literature Review (see atachment 2). The seven questions also received each codes for later analysis, respectively: Question 1 – **Q1;** Question 2 – **Q2;** Question 3 – **Q3;** Question 4 – **Q4;** Question 5 – **Q5;** Question 6 – **Q6;** and Question 7 – **Q7.** All Interviews were translated, transcripted and compiled into one Doc.x file (see attachment 2 – Link for Interviews). In order to analyze the five interviews collected, the author will use the MAXQDA system, which is a helpful tool for speech analysis:

> "MAXQDA is a program designed to facilitate and support qualitative, quantitative and mixed methods research projects. It allows you to import, organize, analyze, visualize and publish all forms of data that can be collected electronically, including

> interviews, surveys, (PDF) documents, tables (Excel / SPSS), bibliographic data, pictures, videos, web pages and even tweets. With its comprehensive range of functions, from transcription to inferential statistical analysis, MAXQDA is an "all in one" software for research and teaching purposes in numerous disciplines" (extracted from https://www.maxqda.com/what-is-maxqda on 02/04/2018).

MAXQDA is a software that compilates speeches through categories previously created by the author of the research. The categories created in this study are the ones presented in the previous chapter, Theoretical Framework, which are supported both by Table 1 and the Literature Review. The categories created aim to answer both the questions presented in Interview Script (see attachment 1) and the research questions: "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?".

4.3. Phylosophy Addopted

The insights obtained in this study will follow an inductive approach, as the data collected will be used to identify patterns on an specific event within a general phenomenon (Saunders, Lewis & Thornhill, 2012); which is social media impact on CSR awareness of several companies and organizations. The main purpose of this approach is to help building theories on the ways social media are changing scenarios not only for its users, but also for organizations globally.

Following the philosophy of Interpretativism, this study will focus on understanding subjective meanings of the social media phenomena (Saunders, Lewis & Thornhill, 2012). The subjective meanings of this philosophy can be understood as the continuous social enactment (Millmore et. al, 2007), as social media are not only webpages but also ongoing processes.

5. RESULTS & RESULTS' DISCUSSION

In order to answer the quations: "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?"; five interviews were collected and analyzed through MAXQDA software. In this software researchers need to create categories according to the thematics of their studies. As previously mentioned in chapter four, in this study the author create seven different categories related to the three relevant topics highlighted in Table 1. Table 4 presents how many times each of the categories was mentioned in the interviews, and which interviewee mentioned it:

Table 4 – Categories X Times it was mentioned

CATEGORY	TIMES MENTIONED	INTERVIEWEES WHO MENTIONED IT
One-way Communication	10	I1; I2; I3; I4 & I5
Two-way Communication	21	I1; I2; I3; I4 & I5
CSR Awareness	9	I1; I2; I3; I4 & I5
CSR Co-creation	17	I1; I2; I3; I4 & I5
Stakeholder Engagement	16	I1; I2; I3; I4 & I5
Stakeholder Empowerment	12	I1; I2; I3; I4 & I5
Stakeholders' Expectations	20	I1; I2; I3; I4 & I5

Table 4 - Source: The Author (2018)

5.1. One-way Communication

The first category, One-way Communcation, was mentioned by all of the five interviewees at some point during the interviews. The ones who mentioned it more times were **I1**, who mentioned it four times, and **I2**, who mentioned it three times. **I3**, **I4** and **I5** have mentioned it one time each. Every single interview that it was mentioned was related to communicating CSR activities through the organizations' own web page. As Aureli (2017) discussed in his studies, organizations also make use of their internal channels, such as their own webpages to communicate their CSR activities, especially by sharing CSR reports. **I1** mainly uses this kind of

communication strategy to share and inform its stakeholders about the CSR activities it developed throughout the year:

> "We usually upload yearly reports on our webpages in which all our stakeholders can see how our CSR activities developed during the year. In those reports we usually provide all the data regarding the impacts of our activities, who were the main partners and challenges, what are the challenges that we stil need to overcome, how many ressources we spent in those activities, names of voluntaries, etc" (**I1**, Question 3).

The other four interviewees mentioned this category due to their usage of their own webpages as a CSR communication tool. As **I2** works for a CRM Solutions company, it has a specific webpage in which only their customers and stakeholders have permission to fully use it: "inside our platform we are only exposed to our stakeholders and collaborators, therefore we don't have that many influence from the general public" (**I2**, Question 3). The usage of internal channels is just another expression within the One-way communication spectrum, as it is mainly focused in sharing information, and not creating dialogues (Aureli, 2017).

5.2. Two-way Communcation

Two-way Communication was, by far the category that was most quoted in this study, having 21 answers related to it. **I1** mentioned it three times in her interview, **I2** two times, **I3** five times, **I4** six times and **I5** also mentioned it five times. The most common element regarding those mentions was the usage of social media by the companies, which would vary among those organizations. Both **I1** and **I2** mentioned they use social-media mainly to communicate with customers and reinforce the organization' services/products: "On the public social media, our main goal is to share information about our brand and to get reviews from the public about our CRM solutions" (**I2**, Question 4).

As expected, the one who mentioned two-way communication was **I4**, as their business is purely online and hardly relys on social media: "As we are based solely on a website/app platform, most of our communications are made online through our website, email and social media. Talking specifically about social media, our users are

on Facebook/Instagram, Twitter and LikedIn, thus this is where we engage with them" (**I4**, Question 3).

As Cortado & Chalmeta (2016) highlighted in their studies, Two-way communication is highly characterized by dialogues between organizations and stakeholders, in which mutual understanding is necessary in order to have productive dialogues. **I3, I4** and **I5** mentioned how important it is for them to both understand and generate dialogues with their stakeholders: "Whenever we share any CSR activitie on social media, we get instantaneous responses from users and stakeholders, which can come in many ways (direct messages, comments, vídeos, images), and with those we can understand how relevant that activity is and the reactions of the public" (**I5**, Question 4).

5.3. CSR Awareness

CSR Awareness was not only one among the two categories which were not mentioned by all of the interviewees, but also the one least mentioned in the interviews. **I1** mentioned it four times, **I3** mentioned it twice and **I2, I4** and **I5** mentioned it once. As **I1** and **I3** are the largest organizations among the five interviewees, they were also the ones who mentioned the largest number of CSR activities, as both mentioned: "Our company has a widely know environmental Foundation in Brazil, which has several actions that aim to save natural species which are endangered" (**I1**, Question 1) and "Since we are a global company, present in more that 100 countries around the world, we try to act locally on each community we are inserted, therefore we have several local CSR activities" (**I3**, Question 1).

As Kirat (2015) mentioned, CSR Awareness is the reflection of stakeholders' welfare perceptions, which is strongly emphasized by messages, which are coherent to the organizations' activities. This was verified in **I1, I3** and **I4**'s speeches: "we are always trying our best to be coherent with our CSR values and activities" (**I1,** Question 3).

5.4. CSR Co-creation

Abitbol & Lee (2017) demonstrated on their studies not only how CSR activites can be co-created both by stakeholders and the organizations, but also how social media can enhance this co-creation process through dialogues generated in those platforms. This category was mentioned in a very uniform way by the interviewees, respectively,

I1, I2 and **I4** mentioned it three times each, and both **I3** and **I5** mentioned it four times.

Though all the five interviewees agreed that co-creating roles enhances the development of CSR activities, some of them mentioned they don't focus in this strategy, as **I2** which is a realtively new company still doesn't have a huge focus in CSR in general: "They (stakeholders) don't have a major role in the development of our CSR activities as we still don't have a big focus in those activites. But every single CSR activity we create we communicate with our stakeholders in order to ask for their participation and in some cases even some co-creation role" (**I2**, Question 2).

The idea of stakeholders participating in the creational process was highly discussed within this category, as **I2** highlighted on Question 7: "Within our internal platform, it is the main channel we use to share our CSR activities and create some engagement among stakeholders so that they participate, and sometimes even co-create those actions with us".

5.5. Stakeholder Engagement

The category Stakeholder Engagement was mentioned 16 times within the five interviews, respectively: both **I1** and **I4** mentioned it five times each, **I2** mentioned it three times, **I3** once and **I5** mentioned it twice. In this category, the idea of feelings, emotional connections, and how social media can foster those bonds was highly discussed by the interviewees such as **I4** mentioned on Question 7: "Social media gives your organization a personality and establishes trust". This discussion meets the studies of Navarro, Moreno & Al-Sumait (2017), which highlighted how the idea of stakeholder engagement can be translated as the development of emotional bonds that would enhance the feeling of trust.

Another idea that was highly discussed within this category is the attempt to understand and fulfill stakeholders' needs: "But they (social media) are definetely helpful to identify needs related to CSR activities and ways to improve the ones we have, as the public is constantly sharing their thoughts and emotions in every possible subject existant in those platforms" (**I1**, Question 4). This idea is also discussed on the studies of Navarro, Moreno & Al-Sumait (2017), as understanding stakeholders' needs is prior to generate engagement.

5.6. Stakeholder Empowerment

The category Stakeholder Empowerment brought the discussion on the ways social media empower stakeholders, as they have unlimited voice-range when sharing messages or creating dialogues in those platforms (Floreddo, Cabiddu & Evaristo, 2014). The interviewees relatively mentioned this category uniformly as **I1, I2** and **I5** mentioned it three times, **I3** twice and **I4** once.

One of the main topics within this category was the backlash power social media provides to stakeholders (Floreddo, Cabiddu & Evaristo, 2014); as **I5** mentioned on Question 5 "Negative feedback/backlash from customers if they face issues, they come to us on a public platform which can lower our sentiment"; and **I1** on Question 6 "In social media environment the users can express whatever their thoughts and emotions are, which can generate amazing news that would improve a company's reputation or which can create whether rumors or attention to some improvement points whithin a company".

The idea discussed among the interviewees related to this empowerment is related to the organization's reputation, as **I2** mentioned on Question 6: "If we don't make the big effort we currently do to get their (stakeholders') positive recognition, they can review us in a way that it would extremely damage our company. We are new in the market, so we really can't afford to have a bad reputation, and social media do provide stakeholders this power".

5.7. Stakeholders' Expectations

The last category analyzed in MaxQDA, Stakeholders' Expectations, is closely related to the Stakeholder Engagement one, previously discussed in this chapter. The central idea of this category is also highlight in the studies of Navarro, Moreno & Al-Sumait (2017), which is to understand stakeholder's needs. This was one of the most mentioned categories: both **I1** and **I5** mentioned it seven times each, both **I2** and **I4** mentioned it once, and **I3** mentioned it four times.

One of the main ideas discussed within this category is how digital platforms enable organizations to identify accurate insights on stakeholders' needs and expectations (Navarro, Moreno & Al-Sumait, 2017). **I1** mentioned on Question 7 "Social media impact both in the creation and the maintenance of our company's perceptions, despite providing a lot of insights related to which CSR activities we can start to

develop and which should we improve"; and **I3** on Question 5: "As we are a global company, social media already save us time and ressources to create a whole new platform for gathering insights and feedbacks on our CSR activities".

As this category is closely related to the Stakeholder Engagement one, an idea that was once again highly discussed is the understanding of stakeholders' needs (Navarro, Moreno & Al-Sumait, 2017); as **I4** mentioned on Question 2 "It is essential to ensure that the interests and needs of all stakeholders are addressed within an organizational strategy".

5.8. General Results

After analyzing each category separately, it was developed a Table similar to Table 4 – Categories X Times it was mentioned, but with the addition of which questions were encompassed in each category. This Table was also developed with the help of MAXQDA, by extracting which parts of the interviewees' answers would fit into the category. Table 5 focuses on highlighting how the categories would answer the questions presented on the Interview Scritp (see attachment 1), in order to obtain insights both from the categories previously created and the answers to the questions made during the interviews. Therefore, Table 5 was divided into the categories created, number of times the category was mentioned in all of the Five Interviews, and number of times each answers would fit into the category:

Table 5 – Categories X Answers contemplated by Category

Category	Times Mentioned	Q1	Q2	Q3	Q4	Q5	Q6	Q7
One-way Communication	10		1	8	1			
Two-way Communication	21			7	9	3	1	1
CSR Awareness	9	5	1	2				1
CSR Co-creation	17		5	3		3	1	5
Stakeholder Engagement	16				6	6	4	
Stakeholder Empowerment	12					3	8	1
Stakeholders' Expectations	20		2		7	4	5	2

Table 5 – Source: The Author

Through this Table, it is possible to notice that Q5, Q6 and Q7 were the ones that encompassed the largest number of categories in this study, 5 each. Accordingly, they

are the ones responsible for the largest number of insights associated with different ideas discussed in this work. Table 5 also enables the highlighting of which questions are most related to each of the categories created.

The first category, One-way Communication is most closely related to Q3 (eight correspondences), in which the interviewees discussed the ways they communicate their CSR activities. As previously mentioned, all of them mentioned that they use One-way Communication channels, such as their own webpages to communicate their CSR activities. As Cortado & Chalmeta (2016) highlighted in their studies, most organizations still use One-way Communication channels to communicate their CSR activities.

The second category, Two-way Communication is most closely related to Q4 (nine correspondences), in which the interviewees discussed the role social media play in CSR communication. Despite using One-way Communication channels, most of the interviewees also use Two-way Communication channels (such as Facebook and Twitter) to communicate their CSR activities. The ones who mentioned they mainly focus in One-way channels were **I1** and **I2**.

The third category, CSR Awareness is most closely related to Q1 (five correspondences), in which the interviewees discussed which recognitions their organizations earned regarding CSR activities. In this question, the interviewees also mentioned how important it is for them to share CSR messages coherent to the organization's core business and values, as **I1** mentioned on Q1: "We also work with Franchises system, and we always demand from our franchisers atitudes that are coherent to our company's values, such as reducing and recycling gargabe, respect for diversity and creating partnerships with local community, in order to help social campaigns such as donations".

The fourth category, CSR Co-creation has two strong correlations with Q2 and Q7 (five correspondences each), in which the interviewees discussed the influence stakeholders have on their CSR activities and the impacts social media bring on stakeholders' perceptions of their organizations' CSR awareness, respectively. On Q2, **I5** mentioned: "Therefore, whenever we think about our CSR communication it must be created completely oriented to stakehholders, as they are the ones who provide us all the insights and ideas responsible not only for our internal CSR activities but also external"; which can be translated as the idea of co-creating CSR,

as stakeholders are the ones playing the role of generating CSR ideas to be implemented by the organization (Smith & Gallicano, 2015).

The fifth category, Stakeholder Engagement, also had two equal strong correlations with Q4 and Q5 (six correspondences each), in which the interviewees discussed the role social media play in CSR communication (as previously mentioned in this section) and the pros and cons of that role, respectively. On Q5, **I4** mentioned: "Some of the pros include: inexpensive, data analytics available on any platform, increase accessibility and responsiveness, building relationships, educating and distributing information, listening and monitoring stakeholders". In this specific speech, **I4** mentioned how social media help building relationships and listening stakeholders, which according to Mihalcea & Săvulesco (2013) is both a consequence and pre-requisite of stakeholder engagement.

The sixth category, Stakeholder Empowerment is most closely related to Q6 (eitgh correspondences), in which the interviewees discussed how social media empower their stakeholders. On Q6, **I4** mentioned: "Social media give voice to anyone to promote anything as it reaches anyone with an Internet connection. Through sharing, stakeholders find others that may support their ideas and from that they can get what they are looking for"; which can be translated as the idea of power provided by the massive range mesages have within social media environment (Cortado & Chalmeta, 2016).

The seventh and last category, Stakeholders' expectations is most closely related to Q4 (seven correspondences), in which (as previously mentioned) interviewees discussed the role social media play in CSR communication. As discussed before, this category is also closely related to the fifth one, Stakeholder Engagment, as understanding and fulfilling stakeholders' expectations is prior to generate engagement (Taylor, 2013). **I5** mentioned on Q4: "When we share any CSR activity message on social media, we get instantaneous responses from users and stakeholders, which can come in many ways (direct messages, comments, vídeos, images), and with those we can understand how relevant that activity is and the reactions of the public"; which translates the idea that social media are very helpful in providing organizations insights on their stakeholders' needs and expectations (Johnston, 2014).

Therefore, it is possible to answer the questions "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?" by

stating that social media plays an enhancing role on stakeholder's perceptions on organizations' CSR activities, which can bring positive or negative impact, as stakeholders are empowered with massive range voices within those platforms (Taylor, 2013).

6. CONCLUSIONS, LIMITATIONS AND FUTURE STUDIES

This study aimed to answer the following research questions "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?" in order to analyze the impacts social media bring to organizations' CSR awareness. Through the analysis of five semi-structured interviews with representatives of different organizations, it was possible to determine that social media can both foster organizations' CSR awareness positively or negatively (Cortado & Chalmeta, 2016).

Understanding the ways social media can impact organizations' CSR awareness today is critical, as those tools enable users and stakeholders to connect with each without time or geographic restrictions (Zhang, Albrecht & Scott, 2018). This connection empowers users and stakeholders within social media, as now they can share messages extremely fast that can be seen by other users and stakeholders, increasing their voice-range (Kaul et al., 2015).

In this study, the five interviewees not only agreed on how social media empowers stakeholders but also added how important it is for their organizations to be the most coherent and transparent on their CSR activities and communications, as convincing stakeholders is becoming a challenge within social media environment (Abitbol & Lee, 2017). Therefore, being transparent in communicating CSR and coherent with the organizations' core business and values is critical to not suffer any kind of backlash or negative enhancement of reputation within social media environment (Chandler & Werther, 2014).

The five interviewees also agreed on the insights social media can bring to organizations, especially due to its Two-way communication character that enables dialogues between stakeholders and organizations (Abitbol & Lee, 2017). Those dialogues can not only help organizations to develop well targeted CSR activities, but also provide co-creating roles to stakeholders in developing those activities (Cortado & Chalmeta, 2016).

Thereby, for the research questions proposed: "Which role do social media play in building stakeholders' perceptions on organizations' CSR activities?" and "How can CSR communication on social media affect an organization's CSR awareness?"; it is possible to state that social media play both a catalyst and brainstorming role in

building stakeholders' perceptions on organizations' CSR activities, as social media provide space for stakeholders to co-create CSR activities, and may enhance an organization's CSR awareness positively or negatively.

Though all the interviewees clearly recognized those roles social media play, two out of the five interviewees admitted they still don't focus in those tools when it comes to their CSR communication. As Wright & Hilson (2013) highlight in their studies, many companies still don't fully utilize social media's potential to gather accurate information and enhance an organization's reputation, reason why this study is relevant in the current context. By stating the roles and impact social media can bring on organizations' CSR awareness, this study aimed to highlght how these tools can be helpful in the development of Corporate Social Responsibility.

Social media changed not only the way communicates, but also the way organizations and stakeholders develop their relationships (Cortado & Chalmeta, 2016). This phenomena has been acknowledge both by organizations and academic institutions, as today there are a lot of researched developing studies in social media field, but most of them focused on their usage and penetration (Navarro, Moreno & Al-Sumait, 2017). This study aimed to add within the social media researching field by highlight how this phenomena can become a helpful tool in developing CSR activities.

It is important to highlight that this study was limited both by the author's personal interpretation of the data collected and by the approach chosen, as case-studies are not very strict when generalizing phenomenas (Yin, 2014). The researcher is also part of the phenomenon being researched, as it is impossible to separate this bound due to its subjective character. Interpretativistic philosophy implies on the researcher's personal interpretations on the data collected and, consequently, on the conclusions found (Saunders, Lewis & Thornhill, 2012).

Therefore this study is limited not only to the author's interpretation on the data collected and conclusion presented, but also to the approach chosen, as case studies aren't extremely strict when it comes to generalizing scientific phenomena (Yin, 2014). Nonetheless, the data collection method chosen is also limited, and for this reason, the author took some precautions to minimize those limitations:

1. Pilot-Interview conducted to test the Interview Script;
2. Recording the interviews to not miss any detail;
3. Analyzing the data through theories previously discussed in Literature Review.

To minimize those limitations, the author took some precautions, such as developing a pilot-interview (to test the interview scrpt – attachment 1), recording all the interviews (in order to not miss any word nor detail), and validating all MAXQDA'S instruments that were later used to analyze the interviews through the theories and concepts discussed on the Literature Review.

Finally, it would be interesting to extend this study futurely by using more specific case-studies, possibly with different approaches such as quantitative data in order to bring quantifiable insights on how social media can become helpful Corporate Social Responsibility development tools.

REFERENCES

Abitbol, A. & Lee, S. Y (2017). Messages on CSR.dedicated Facebook pages: What works and what doesn't. *Public Relations Review*, **Volume:** 43, p .796-808.

Aksak, E. O., Ferguson, M. A., & Duman, S. A. (2016). Corporate social responsibility and CSR fit as predictors of corporate reputation: A global perspective. *Public Relations Review*, **Volume:** 42(1), p. 79–81.

Albareda Vivó, L. and Balaguer Franch, M.R. (2007). La responsabilidad social de la empresa y los resultados financieros. In *Responsabilidad Social Corporativa* (several authors). Barcelona: ACCID.

Aureli, S. (2017). A Comparison of content analysis usage and text mining in CSR corporate disclosure. *The International journal of Digital Accounting Research*, **Volume:** 17, p. 1 – 32.

Bellringer, A.; Ball, A. Criag, R. (2011). Reasons for sustainability reporting by New Zealand local governments. *Sustainability Accounting, Management and Policy Journal*, **Volume:** 2, p. 126 – 138

Benavides Delgado, J. (2010). ¿Cómo afecta Internet al debate sobre la Responsabilidad Social?. In A. Bajo Sanjuán, N. Villagra García (eds), *La ética empresarial y la responsabilidad social en el nuevo contexto digital*, Universidad Pontifica Comillas. Madrid.

Bennett, W. L., Wells, C., & Freelon, D. (2011). Communicating civic engagement: Contrasting models of citizenship in the youth web sphere. *Journal of Communication*, **Volume:** 61(5), p. 835–856.

Bérubé, P. (2012). *De l'interphone à Internet : les alertes et la communication en situation d'urgence dans une société de risques et de réseaux*. Thèse doctorale en Communication. Faculté de Communication - Université du Québec, Montréal. 239 pp.

Carboni, J.L. and S. P. Maxwell. (2015). Effective Social Media Engagement for Nonprofits: What Matters? *Journal of Public and Nonprofit Affairs*, **Volume:** 1(1), p. 18-28

Carrera, P., Chiu, C. Y., Pratipwattanawong, P., Chienwattanasuk, S., Ahmad, S. F. S., & Murphy, J. (2008). MySpace, my friends, my customers. In P. O'Connor, W. Höpken, & U. Gretzel (eds.), *Information and communication technologies in tourism.* Springer Verlag Wien. Vienna.

Castelló, I., Etter, M., & Aarup-Nielsen, F. (2015). Strategies of legitimacy through social media: The networked strategy. *Journal of Management Studies Online*, **Volume:** 53, p. 402-434.

Chandler, D., & Werther, W. B. (2014). *Strategic corporate social responsibility: Stakeholders, globalization, and sustainable value creation*. Sage Publications. Thousand Oaks, CA.

Charest, F. (2012). Enjeux professionnels et organisationnels des Relations Publiques Web 2.0. *Revista Internacional de Relaciones Públicas*, **Volume:** 2, p.31-50.

Cohen, E. (2010). *CSR for HR: A necessary partnership for advancing responsible business practices*. She eld: Greenleaf.

Coombs, W. T., & Holladay, S. J. (2011). *Managing corporate social responsibility: A communication approach*. Wiley-Blackwell. Malden, MA.

Cortado, F. J. & Chalmeta, R (2016) – *Use of social networks as a CSR communication tool* – Corgent Business & Management, **Volume:** 3, p. 1 – 18.

Danubianu, M. & Teodorescu, C. (2017). Impact of corporate social responsibility on sustainable enterprise development. *Present Environment and Sustainable Development*, **Volume:** 11(1), p. 129-139.

Eberle, D., Berens, G., & Li, T. (2013). The impact of interactive corporate social responsibility communication on corporate reputation. *Journal of Business Ethics,* **Volume:** 118, p. 731–746.

Einwiller, S., & Steilen, S. (2014). Handling complaints on social network sites: An analysis of complaints and complaint responses on facebook and twitter pages of large US companies. *Public Relations Review,* **Volume:** 41, 195–204.

Finfgeld-Connett, D. (2015). Twitter and health science research. *Western Journal of Nursing Research*, **Volume:** 37, p. 1269–1283.

Floreddo, P. B.; Cabiddu, F. & Evaristo, R (2014). Inside your social media ring: How to optimize online corporate reputation. *Business Horizons*, **Volume:** 57, p.737 – 745.

Forehand, M. R., & Grier, S. (2003). When is honesty the best policy? The effect of stated company intent on consumer skepticism. *Journal of Consumer Psychology*, **Volume:** 13(3), p. 349–356.

Golob, U., & Bartlett, J. L. (2007). Communicating about corporate social responsibility: A comparative study of CSR reporting in Australia and Slovenia. *Public Relations Review*, **Volume:** 33, p. 1–9.

Gómez, L., Chalmeta, R., & Sosa-Valera, J. C. (2012). Usage and importance of social media for corporate communication and stakeholder engagement. In V. L. Crittenden, J. Hair & N. Terblanche (Eds.), *Thriving in a new world economy. World marketing congress~Cultural perspectives in marketing* (pp. 56–59). Atlanta: Academy of Marketing Science.

IAB (2017): Estudio Anual de Redes Sociales. IV Oleada, April 2012: https://pt.slideshare.net/elogia/iab-estudio-anual-redes-sociales-2017 (retrieved on 24th February 2018).

Illia, L., Zyglidopoulos, S., & Romenti, S. (2015). Creating e ective dialogue about

corporate social responsibility. *MIT Sloan Management Review ,* **Volume:** 57, p. 20–22.

Isenmann, R. (2006). CSR online: Internet based communication. In J. Jonker & M. De White (Eds.), *Management models for corporate social responsibility*. Springer. Berlin.

IZO (2010). Informe To Tweet or not to Tweet. Estudio sobre la presencia de las marcas españolas en Twitter. Madrid: Consultora IZO: http://www.izo.es/web/blog/2011/01/13/to-tweet-or-not-to- tweet/ (retrieved on 24th February 2018).

Já. Pérez Dasilva, A. Genaut Arratibel, K. Meso Aierdi, T. Mendiguren Galdospín, I. Marauri Castillo, L. Iturregui Mardaras, M. M. Rodríguez González, D. Rivero Santamarina. (2013). Companies on Facebook and Twitter. Current situation and communication strategies". *Revista Latina de Comunicación Social*.

Jahng, R. M., & Lee, N. (2018). When Scientists Tweet for Social Changes: Dialogic Communication and Collective Mobilization Strategies by Flint Water Study Scientists on Twitter. *Science Communication Journal*, **Volume:** 40 (1), p. 89 – 108.

Johnston, K. A. (2014). Public relations and engagement: Theoretical imperatives of a multi-dimensional concept. *Journal of Public Relations Research*, **Volume:** 26, p. 381–383.

Kaul, A., Chaudhri, V., Cherian, D., Freberg, K., Mishra, S., Kumar, R., et al. (2015). Social media: The new mantra for managing reputation. *VIKALPA The Journal for Decision Makers*, **Volume:** 40(4), p. 455–491.

Kirat, M. (2015). Corporate social responsibility in the oil and gas industry in Qatar perceptions and practices. *Public Relations Review*, **Volume:** 41(4), p. 438–446.

Lim, J. S. & Greenwood, C. A. (2017). Communicating Corporate Social Responsability (CSR): Stakeholder responsiveness and engagement strategy to achieve CSR goals. *Public Relations Review,* **Volume:** 43, p. 768 – 776.

Lovejoy, K., Waters, R. D., & Saxton, G. D. (2012). Engaging stakeholders through Twitter: How nonprofit organizations are getting more out of 140 characters or less. *Public Relations Review*, **Volume:** 38(2), p. 313–318.

Malhotra, K. N. & Birks, F. d. (2006). *Marketing Research: An Applied Approach*. Harlow, Essex: Pearson Education.

MAXQDA (2018). What is MAXQDA. Retrieved from https://www.maxqda.com/what-is-maxqda on 02/04/2018.

McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, **Volume:** 26(1), p. 117–127.

Mihalcea, A. D., Săvulesco, R. M. (2013). Social Networking Sites: Guidelines for Creating New Business Opportunities through Facebook, Twitter and Linkedin. *Management Dynamics in the Knowledge Economy*, **Volume:** 1, p. 39-53.

Milette, J. (2012). Quelle éthique pour les relations publiques s'exerçant à travers les médias sociaux?, dans Proulx, S., Milette, M. et Heaton, L. *Médias sociaux enjeux pour la communicatio*. Presses de l'Université du Québec. Québec.

Millmore, M., Lewis, P., Saunders, M., Thornhill, A. and Morrow, T. (2007). *Strategic human resource management: Contemporar Issues.* FT Prentice Hall. Harlow.

Morsing, M., & Schultz, M. (2006). Corporate social responsibility communication: Stakeholder information, response and involvement strategies. *Business Ethics: A European Review*, **Volume:** 15(4), p. 323–338.

Morsing, M., Schultz, M., & Nielsen, K. U. (2008). The 'catch 22' of communicating CSR: Findings from a Danish study. *Journal of Marketing Communications*, **Volume:** 14(2), p. 97–111.

Navarro, C. & Moreno, A.; Al-Sumait, F. (2017). Social media expectations between public relations professionals and their stakeholders: Results of the ComGap study in Spain. *Public Relations Review*, **Volume:** 42, p. 700 – 708.

O'Riordan, L., & Fairbrass, J. (2014). Managing CSR stakeholder engagement: A new conceptual framework. *Journal of Business Ethics*, **Volume:** 125(1), p. 121–145.

Parent, M., Plangger, K. e Bal, A. (2011). The new WTP: Willingness to participate. *Business Horizons*, **Volume:** 54, p. 219-229.

Perry, S. (2014). Pepsi refresh project: Case study. Stephanie Perry's Blog (March). . Accessed November 11, 2015 https://sites.psu.edu/sperry5483/2014/03/24/pepsi-refresh-project-case-study/.

Pinillos, A. (2009): "RSC 2.0. Una herramienta de competitividad para el futuro". *Telos* 79, Madrid, June, pp. 100-111. http://sociedadinformacion.fundacion.telefonica.com/telos/cuadernograbar.asp@idarticulo=6&rev= 79.htm. Consulted on 02/03/2018.

Reilly, A. H. & Hynan, K. A (2014). Corporate Communication, sustainability and social media: It's not easy (really) to be green. *Business Horizons*, **Volume:** 57, p. 747 – 758.

Ros-Diego, V.-J. & Castelló-Martínez, A. (2011). CSR communication through online social media. *Revista Latina de Comunicación Socia*l, **Volume:** 067, p. 047 - 067.

Saunders, M., Lewis, P. & Thornhill, A. (2012). *Research Methods for Business Students*. Harlow, Essex: Pearson Education.

Sloan, P. (2009). Redefining stakeholder engagement. *Journal of Corporate Citizenship*, **Volume:** 36, p. 25–40.

Smith, B. G., & Gallicano, T. D. (2015). Terms of engagement: Analyzing public engagement with organizations through social media. *Computers in Human Behavior*, **Volume:** 53, p. 82–90.

Soukup, P. A. (2015). Smartphones. *Communication Research Trends*, **Volume:** 34(4), p. 3–39.

Taylor, M. (2013). Corporate social responsibility campaigns. In R. E. Rice, & C. K. Atkin (Eds.). *Public communication campaigns*. Sage Publications. Thousand Oaks, CA.

Taylor, M., & Kent, M. L. (2014). Dialogic engagement: Clarifying foundational concepts. *Journal of Public Relations Research*, **Volume:** 26(5), p. 384–398.

Wright, D. K., & Hinson, M. D. (2013). An updated examination of social and emerging media use in public relations practice: A longitudinal analysis between 2006 and 2013. *Public Relations Journal*, **Volume:** 7(3), p. 1–39.

Yin, J., Feng, J., & Wang, Y. (2015). Social media and multinational corporations' corporate social responsibility in China: The case of Conocophillips oil spill inciden. *IEEE Transactions on Professional Communication,* **Volume:** 58, p. 135–153.

Yin, R. (2014). *Case study research: Design and methods*, 5ª Ed. Sage Publications. Thousand Oaks, CA.

Zaharapoulos, D. & Kwok, L. (2017). Law Firms' Organizational Impression Management Strategies on Twitter. *Journal of Creative Communication*, **Volume:** 12, p. 48 – 61.

Zhang, A. J.; Albrecht, L. & Scott, S. D (2018). Using Twitter for data Collection with Health-Care Consumers: a Scoping Review. *International Journal of Qualitative Methods*, **Volume:** 17, p. 1 – 17.

ATTACHMENTS

Attachment 1 – Interview Script

Good morning / Good afternoon / Good evening,
My name is André Prezoto and i'm enrolled on a Master in Marketing at ISEG. In my Thesis i'm studying the impacts of Social on organizations' Corporate Social Responsibility (CSR) Awareness.
If you agree, I will record this interview for further detailed analysis of the data. The information will be analyzed globally in order to maintain your anonimous status. This interview will last from 10 to 15 minutes.

1) What are the main Corporate Social Responsibility (CSR) activities developped by the organization? (activities / awards and recognitions received / importance given to CSR)
2) How do stakeholders influence the organization's CSR communication and development?
3) How does the organization communicate its CSR activities? Is there any communication in social media? Which?
4) What role do social media play in the organization's CSR communication?
5) What are the pros and cons of this role?
6) Do social media contribute to the empowerment of this stakeholders? If so, how?
7) What is social media's impact on the stakeholders' awareness of the organization's CSR?

Attachment 2 – Link for Interviews

Link for interviews:
https://docs.google.com/document/d/12wLcBU8TcoPi82S4hdP3806zH7Y7aRvDqqq51E0UK1Q/edit?usp=sharing

Attachment 3 - Table 6 – Questions Development

Authors	Concept	Question
McWiliams & Siegel, 2001.	1- The way an organization fosters social good with no self interest required by law can define the notion of Corporate Social Responsibility (CSR) activities.	1 – What are the main Corporate Social Responsibility (CSR) activities developped by the organization? (activities / awards and recognitions received / importance given to CSR)
Cohen, 2010.	2 - Organizations must engage their stakeholders to openly discuss their needs and what they really expect from society and organizations.	2 – How do stakeholders influence the organization's CSR communication and development?
Lim & Greenwood, 2017.	3 - CSR communication may have an impact on the achievement of CSR goals.	3 – How does the organization communicate its CSR activities? Is there any communication in social media? Which?
Carboni & Maxwell, 2015.	4 - The way an organization decides to communicate in social media has become a critical decision.	4 - What role do social media play in the organization's CSR communication?
Abitbol & Lee, 2017.; Cortado & Chalmeta, 2016	5 - Social media create great opportunities for stakeholder engagement improving the CSR communication field. Also, as mentioned before, a non-responsive attitude can lead to bad perspectives on organizations	5 – What are the pros and cons of this role?
Floreddo, Cabiddu & Evaristo, 2014	6 - Social media have also empowered stakeholders, as now they are able to share opinions and messages about organizations.	6 – Do social media contribute to the empowerment of this stakeholders? If so, how?
Zhang, Albrecht & Scott, 2018.	7 - Social media have the ability to develop relationships through shared interests even between users and organizations who are geographically distant from each other.	7 - What is social media's impact on the stakeholders' awareness of the organization's CSR?

Source: The Author