

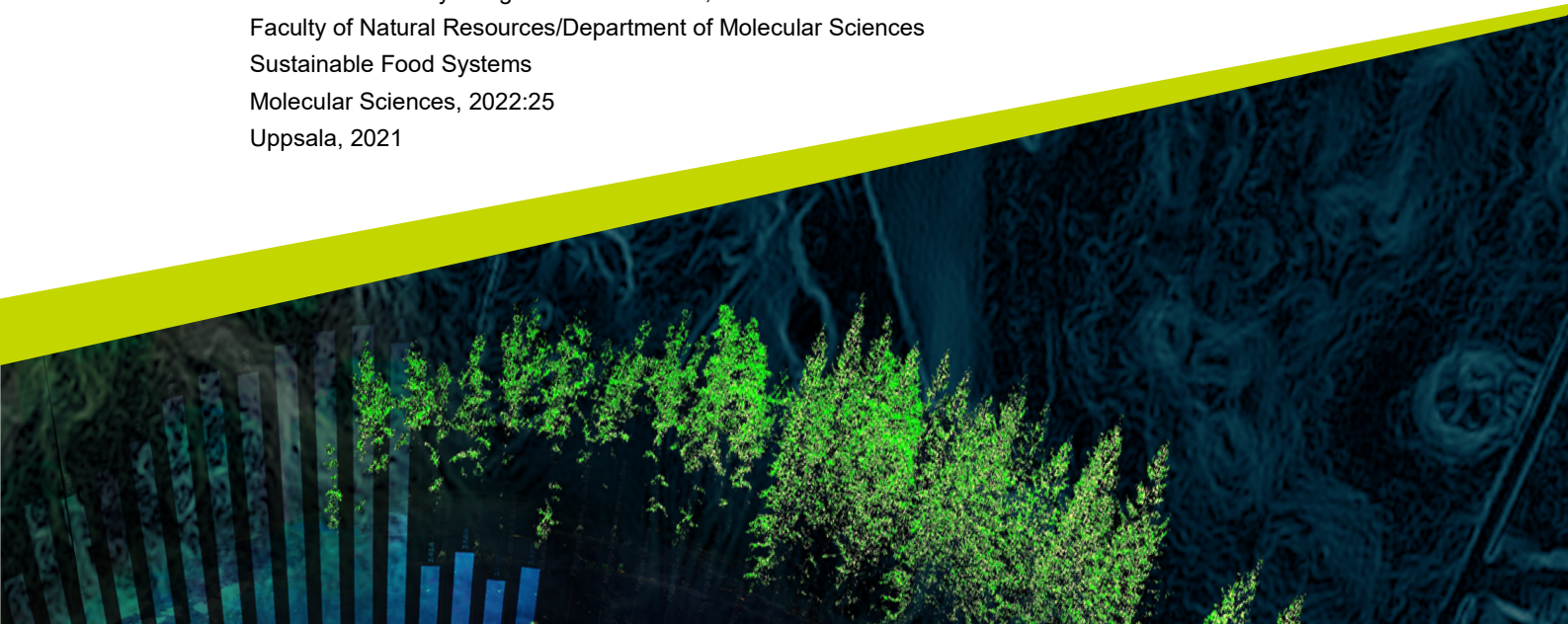


Communication of Sustainable Brands within Food and Beverages

– A Qualitative Study of KRAV's CSR Communication

Oscar Abelin

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Oscar Abelin

Supervisor: Fredrik Fernqvist, SLU, Department of People and Society
Assistant supervisor: Maria Pavlidou, The Healthy Marketing Team
Examiner: Sara Spendrup, SLU, Department of People and Society

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Abstract

We are today living in a complex food system. A system interlinked by series of stakeholders who are affected by each other's decisions. When you purchase a pack of coffee in the grocery store, your action impacts several other actors. Besides giving yourself the pleasure to consume the product, you also contribute to salaries from the farm to the store. This mean that you also contribute to employees' healthcare throughout the supply chain. The purchase further has an impact on the environment. Our current food system is today contributing significantly to climate change and environmental degradation. At the same time, our population is increasing which mean that more people need to be fed. A sustainable development of the food system is crucial to reduce our environmental impact and still feed a growing population. Many companies are today addressing this issue by incorporating values regarding social and environmental issues. Stakeholders like consumers, employees and investors are further showing an interest in companies engaging in social and environmental issues. Thus, companies are not only addressing social and environmental dilemmas to act responsible, but also as a tool to gain business returns from its stakeholders. This research used a deductive approached to test Shuili's et al. (2010) framework for Corporate Social Responsibility (CSR) communication. The framework explain how companies could maximize the business returns on their CSR communication. These business returns emerge from value gain by the companies' stakeholders. Since stakeholder may have different interests Freeman's et al (2018) Stakeholder Theory is used to better understand how companies can approach the relation between the company and its stakeholders. The theory is used to assess and explain the factors impacting the effectiveness of KRAV's CSR communication. The findings from both theory and practice suggest that companies should communicate around an issue that is routed in the brand values. The study further suggest that stakeholders understand that companies have both intrinsic and extrinsic motives which should be reflected in the communication to appear authentic. Authentic communication is suggested as a key factor to resonate with the stakeholders. The study further highlights the reputation of the brand as a key factor impacting the effectiveness of the CSR communication. The results show that the reputation is built over a long period of time and can be torn down over night. Thus, companies need to work proactively with brand building activities to increase credibility of the brand. The findings finally suggest that company's should identify the opinion leaders of their brand to improve the target audience perception of the brand. This can additional be done by leveraging employees, consumers or the supply chain as brand ambassadors.

Keywords: csr communication, stakeholders, business returns

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Abbreviations

CSR	Corporate Social Responsibility
WBCSD	World Business Council for Sustainable Development
TBL	The Triple Bottom Line
IFOAM	The International Federation of Organic Agriculture Movements

1. Introduction

1.1. Problem Background

Our Common Future, also known as the Bruntland report was published by the United Nations in 1987 (Britannica (n.d.)). The report highlighted the routed causes of our common environmental threat and introduced the concept sustainable development. Sustainable development balance the variables of social equity, economic growth and environmental problems (Britannica (n.d.)). The Bruntland report published by United Nations (1987:41) define this balance with its famous definition of sustainable development.

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

In 1992 The United Nations was able to unite 178 countries to act towards sustainable development for humanity and protection of our environment. The agreement was made during the Earth Summit in Rio de Janiero, Brasil. Today, all members of the United Nations have adopted 2030 Agenda for Sustainable Development which was established in 2015 and involves 17 goals for sustainable development (SDGs). (Sustainable development goals 2022). The 17 goals are targeting everything from life below water, gender equality and industry, innovation, and infrastructure.

1.2. Responsible and Strategic

Corporate Responsibility accounts for the economic, social, and environmental impact that companies have on themselves, its stakeholders, and the public. Corporate Social Responsibility (CSR) is theoretically only focusing on corporation's impact on social factors like human and employee rights. (Belz and Peattie 2012). Practically, CSR are referred to companies social and environmental responsibilities which is suggested by the European Commission (ibid). For practical reasons, this report will use the suggestion from the European Commission.

Before a company can engage in environmental and social causes, they initially need to be economically sustainable. Thus, it's more common that corporation's engagement in CSR grows with the business (Belz and Peattie 2012). Even though many smaller companies incorporate CSR from the beginning, their initiatives are less publicized and reviewed. Companies have greatest possibility to influence CSR regarding their own core operations (Belz and Peattie 2012). As the business grows many corporations also have direct influence on their supply chain (ibid). Corporations generally have indirect influence on stakeholders like the government, media, and the public (ibid). Taking actions towards more sustainable activities could not only benefit society and the environment, but also the company itself (Belz and Peattie 2012).

Most firms are today addressing issues tied to their environmental and social costs of doing business. According to Harvard (2021) approximately 90 per cent of the companies listed on S&P 500 published a CSR report during 2019, compared to only 20 per cent back in 2011. The statistics further show that corporation's involvement in CSR have an impact on several stakeholders. 77 per cent of American consumers state that they are willing to support companies that are committed to make the world a better place and 73 per cent of investors state that initiatives that improve environmental and social factors contribute to their investment decisions (Harvard 2021). The research by Harvard (2021) further shows that 90 per cent of executives believed a strong collective purpose within the organization drives employee satisfaction, which also aligns with their stats that 93 per cent of employees believed companies must lead with a clear purpose. Thus, investing in CSR can help corporations to not only increase purchases from consumers, but also attract new employees, improve employer satisfaction, and attracted investors.

Whitehouse, (2006) emphasize how the challenge is to communicate CSR too stakeholders with different interests and expectations. Kotler (2003:563) emphasize the challenge of communication with the statement:

“For most companies, the question is not whether to communicate but rather what to say, to whom, and how often”

1.3. Problem Statement

Godemann and Michelsen (2011) emphasize that sustainable development can only prosper with a support from the public. This further mean that people both need to be interested and involved in the cause. Godemann and Michelsen (2011) explain how the discipline of sustainable communication have become an important tool when it comes to society’s understanding and adoption of the concept of sustainable development. To reap the multi-facet business returns from stakeholders, they first need to be aware of the company’s message (Shuili et al, 2010). At the same time, both external and internal stakeholders have appeared to show low awareness of companies CSR activities, which then hinder companies’ capacity to gain their business returns (Bhattacharya et al. 2008). This study has applied Shuili et al (2010) framework for CSR communication on a successful CSR campaign. Together with Freeman’s et al (2018) Stakeholder Theory, the theory is compared with practice to analyze what makes a CSR campaign successful. The successful campaign was created by KRAV during the spring of 2021. KRAV is a label for sustainability that certify both producers and processors of food. KRAV want to drive the development of sustainable food and support consumers and the members of the supply chain act responsible (KRAV, 2022a). A third party is also interview in the form an industry expert, to gather additional insights on the factors impacting the effectiveness of CSR communication. Thus, this study hopes to showcase which factors that impact the effectiveness of CSR communication in practice.

1.4. Aim and Research Questions

This research aims to study the effectiveness of KRAV's CSR communication by testing theory against one of KRAV's more successful CSR campaigns. By showcasing the factors impacting the effectiveness of the company's CSR communication, this study further aims to help firms maximize the business returns on their CSR communication.

1. What makes a CSR campaign successful?
2. How can KRAV meet several stakeholder interests with the same campaign?
3. Does theory about best practice CSR communication cohere with practice?

1.5. Delimitation

The study will analyze the implementation process and outcomes of a successful campaign of KRAV's choice. Thus, the degree to which the campaign is successful is decided by KRAV. Since KRAV do not own the sales numbers of their certified products, they cannot account for the change in sales after the campaign. The outcomes of the campaign are based on KRAV's own measurements. Consequently, the study does not measure the success of the campaign, instead looking into the factors impacting the success of the campaign.

An additional interview with an industry expert is carried out to gather insights on the factors impacting the effectiveness of any CSR campaign, thus not covering a specific case.

2. Theoretical Framework

This chapter starts with an introduction to Corporate Social Responsibility and the different topics that it covers. This is followed by the Stakeholder Theory which provide an idea on how corporations could manage the relationship with its stakeholders. The chapter ends with Shuili et al (2010) framework for CSR Communication which base the analysis for the planning, implementation, and outcomes of KRAV's CSR campaign.

2.1. Corporate Social Responsibility

Corporate Social Responsibility (CSR) is theoretically only focusing on corporation's impact on social factors like human and employee rights. Practically, CSR are referred to companies social and environmental responsibilities which is suggested by the European Commission. (Belz and Peattie 2012). For practical reasons, this report will use the suggestion from the European Commission.

According to the European Commission, Corporate Social Responsibility is a way for companies to incorporate social and environmental issues in their business and relation with stakeholders. This definition is the most common approach by companies today, thus also used in this report (Belz and Peattie 2012). The World Business Council for Sustainable Development (WBCSD) separate the different responsibilities into corporate social responsibility, corporate financial responsibility and corporate environmental responsibility. (Belz and Peattie 2012) In this definition, CSR only covers companies' responsibilities regarding their social impact, which the concerns their impact on people. More specifically, this topic concerns human rights and other issues connected to people. The corporate environmental responsibility focuses on the companies impact on the environment, for example the companies' emissions. Finally, but crucially, companies have a financial responsibility to sustain the business. The financial responsibility is also referred to as the bottom line of doing business, which focus on the company's net income (Investopedia 2021). These three responsibilities expressed by WBCSD is also the three pillars of the Triple Bottom Line (TBL).

The Triple Bottom Line framework was initiated by John Elkington who is a world authority on Corporate Responsibility and sustainability (John Elkington 2022). The framework emphasizes that sustainable development should focus equally on environmental issues, social issues, and economic issues (Elkington, 1998). Thus, corporations adopting TBL should value the three sustainability pillars equally much. On the other hand, stakeholders tend to expect that companies sponsor issues that are connected to their core activities (Haley 1996).

2.1.1. Sustainability Marketing Values

Creating a CSR strategy requires knowledge about the brands ethos (Belz and Peattie 2012). The word Ethos comes from Greek and means character; thus, brand ethos describes the brands character. This character is hopefully explained in the company's core values. These core values are often described through written visions, mission or other statements that explain why the company do certain things (Belz and Peattie 2021). Connecting your CSR strategy to your core values are essential to showcase its contribution to the company's long-term strategy and future CSR initiatives (Alaya 2021).

2.2. Stakeholder Theory

Stakeholder theory was initiated by Robert Edward Freeman in 1984. Freeman is an American philosopher and professor of business administration. Freeman's theory addresses morals and values in business management. His theory emphasizes how corporations should create value to all stakeholders and not just shareholders. A stakeholder is described as a party that can affect or is affected by the business. Consequently, businesses are built upon relationships between people who have a stake in the business. (Freeman et al 2018)

The theory highlights that executive should strive to create as much value as possible without resorting to trade-offs between stakeholder interests. Freeman wants to change the view on doing business and help businesses to seek for joint solutions for all stakeholders off an organisation. The theory brings up three flaws that characterize today's business society.

The Problem of Value Creation and Trade
The Problem of the Ethics of Capitalism
The Problem of the Managerial Mindset

The first problem focusses on the way value is created and traded in many businesses today. Many businesses today prioritize to create value for its shareholders. Instead, Stakeholder Theory wants businesses to create value for all stakeholders and minimize trade-offs between stakeholders. The second problem shed light on the lack of understanding regarding the connection between ethics and capitalism in today's business environment. Most business owners know that to run a successful business, you need suppliers, employees and customers etc. Therefore, businesses naturally create value for several stakeholders daily. Thus, the theory state how ethics has a natural and practical relationship with business and a central role to create value in a business. The flaw of the managerial mindset acknowledges the challenge to foster managers to address the previous flaws and change their way of doing business. (Freeman et al, 2018)

Freeman et al (2018) suggest that business should strive to create as much value as possible to all stakeholders without any trade-offs. Managers should therefore interact with the stakeholders to create and trade value jointly. If trade-offs appear, managers should figure out a solution and develop a plan to minimize future trade-offs among the stakeholders.

2.3. Maximizing Business Returns on Sustainability Communication

Shuili et al. (2010) has created a framework that strive to help firms maximize business returns of their CSR communication. The framework was created through a synthesis of previous literature on CSR communication were the authors identified two categories of factors impacting the effectiveness of CSR communication. The first factor is the communication itself which is within the company control. Thus, this category involves the content of the message but also the channels chosen to diffuse it through. The second category is the contingency factors which further is divided into the company's characteristics and the stakeholder characteristics. These factors are less predictable than the chosen message and channel but will impact the outcomes of the message (Shuili et al. (2010).

Understanding these factors will according to Shuili et al. (2010) help the firm to make more accurate decisions regarding CSR communication and reap greater business returns. These business returns arise through increased value from three stakeholder groups. These stakeholders are employees, investors, and consumers. How these stakeholders choose to show their response to the CSR communication is defined by their perception of the communication which then leads to their action. Thus, Shuili et al. (2010) highlight the importance to decrease stakeholder skepticism and increase beneficial motives that portray the company in a credible fashion.

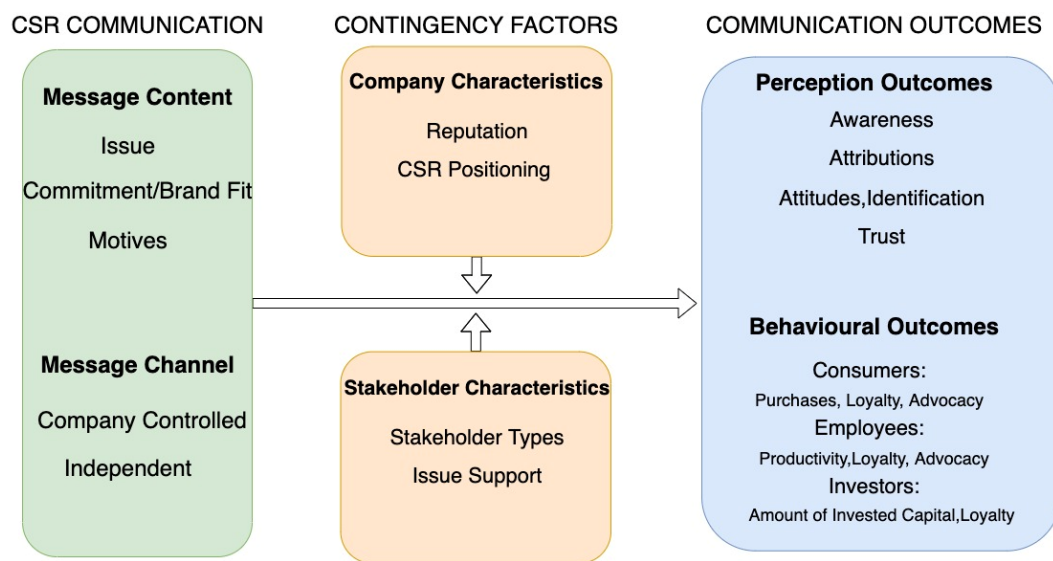


Figure 1. Adapted version of Shuili et al. (2010) framework of CSR communication

2.3.1. CSR Communication

Message Content

First, the company needs to decide which issue to support. An issue could be devastated rainforests, child poverty or any issue that the company wants to fight by showing their support. Companies could benefit from choosing an issue that's important for their key stakeholders (Shuili et al. 2010). At the same time, they must weigh the benefits of supporting a popular issue with the benefits of corporate fit. Stakeholders expect companies to support issues that fit their brand and if not, the company should stress why the issue is connected to their business. Stakeholders become leery when the issue does not fit the company's business and tend to assume that the company has extrinsic motives to support the cause (Shuili et al. 2010). The company's fit to the issue can be a result of previous commitment to the issue.

which is the case with Ben and Jerry's (Menon and Kahn 2003). Ben and Jerry's long history of commitment to environmental and social issues strengthens their intrinsic motives to support these causes.

Should companies solely strive for intrinsic motives? Shuili et al. (2010) emphasize that stakeholders can assimilate several motives and accept that firms have self-serving extrinsic motives. Their research even shows that being transparent about the company's extrinsic motives can boost the credibility of the firm. This further leads to the decision of commitment chosen by the company.

A company's commitment to a cause is defined by the level of input, its consistency and the durability of the commitment (Shuili et al. 2010). To clarify this Shuili et al. (2010) explain Target's communication back in 2007. Target donated a percentage of each purchase made by a Target credit card to schools chosen by the consumers. In 2007, Target communicated that they had donated 246 million dollars to schools since the campaign was introduced in 1997. The statement made by Target in 2007 exemplifies how a company can communicate all aspects of their commitment. The percentage of each purchase shows the consistency, the introduction in 1997 shows the durability and the amount of 246 million shows the level of input. Shuili et al. (2010) further state that long-term commitments tend to be perceived as more genuine and credible than short-term commitments.

Another effective way to communicate the company's involvement is to focus on the impact of the company's involvement. The company could for example state how many lives that have been saved due to their involvement in the cause etc. On the other hand, this could be perceived as bragging which instead could harm the brand. (Shuili et al. 2010).

Message Channel

Approximately 90 per cent of the companies listed on S&P 500 published a CSR report in 2019 (Harvard 2021). Besides the CSR report companies are today leveraging other channels as well to communicate their CSR activities. These channels can vary from, magazines, TV commercial, product packaging or even dedicating a whole website to spread their CSR message (Shuili et al. 2010). These channels are controllable by the company, and they can decide which message that is communicated (Shuili et al. 2010). On the other hand, stakeholders tend to be more critical towards these channels since they could be seen as biased (Wiener et al. 1990). Therefore, companies should also strive to gain positive feedback from

media, NGOs or other third-party opinion leaders (Shuili et al. 2010). This isn't always easy since these stakeholders are unbiased for a reason and the company can't control the narrative they communicate.

Dawkins 2004 emphasize consumers and employees as effective channels of CSR communication. Same research additionally shows that a third of employees have recommended their company due to their involvement in sustainability. CSR Wire 2008 see Shuili et al. (2010) describe how Timberland leveraged social media with their Earth Keeper Campaign in 2008, that strived to recruit one million online members in the cause to support positive environmental change. Thus, turning employees and consumers into CSR advocates can work as an effective channel of communication. Companies should also consider the possibility to leverage other actors in their value chain as CSR communicators, since the company can impact the narrative of the message. (Shuili et al. 2010).

2.3.2. Contingency Factors

Company Characteristics

The company specific factors that impact the effectiveness of the communication are divided into two main factors which is corporate reputation and CSR positioning. Shuili et al. (2010) expect these factors to mainly influence the effectiveness of the company-controlled communication, since these factors tend to trigger stakeholders' previous perception of the company.

The corporate reputation is affected by many aspects like people management, innovation, product quality etc. A company with a good CSR reputation has a greater chance of gaining a positive response on their CSR communication than a company with a bad reputation (Yoon et al. 2006). Their research additionally state that CSR communication from a company with a bad CSR record even could harm the brand. Interestingly Strachilevitz (2003) shows that companies with a neutral CSR image could reap greater benefit from the CSR communication than companies with a positive CSR record. Which arguably could be described by the anticipations that a positive CSR record could lead to. It's finally important to understand which industry your company operates in since some industry carries a bad reputation, like the tobacco industry (Bhattacharya and Sen 2004).

The company's CSR positioning defines to which degree the company position their brand based on their CSR values compared to their competitors (Du et al. 2007). Some brands associate themselves with certain CSR causes while others base their whole brand positioning on CSR, like Ben and Jerrys or Timberland. Du et al. (2007) then explain that companies that position themselves fully on CSR will appear more authentic and attract more attention from stakeholders, when communicating their CSR. The increased attention also comes with the risk of critique when not performing as expected.

Stakeholder Characteristics

The characteristics of the stakeholders also impact the effectiveness of the company's communication. Various stakeholders may perceive the company's message differently and it's therefore important to understand who you are talking to. Shuili et al. (2010) have identified three factors that company's should consider when improving their CSR communication. These factors are stakeholder type, issue support and social value orientation.

Dawkins (2004) divide the stakeholders into two groups which are opinion leaders and the public. The opinion leaders contain of business press, NGOs investors or other influential stakeholders. Opinion leaders like NGO's or Socially Responsible Investors tend to seek out information about the company's CSR record and expect hard data from the company's CSR report (Shuili et al. 2010). Companies could therefore use internationally known standards to confirm their sustainability work. The mainstream investor may be more concerned about the business case and how the company's CSR activities contributes to its shareholder value. Communication to investors should therefore highlight why the company's CSR activities lead to metrics like employee retention, customer equity, risk management etc. (Shuili et al. 2010).

The public does not seek out information about the company's CSR activities to the same extent as the opinion leaders (Dawkins 2004). The public rather becomes aware of a company's CSR activities through media, word of mouth or point of sale communication (Shuili et al. 2010). The company should therefore use many channels or focus on a few that spread their message in the most effective way (Shuili et al. 2010).

Issues that stakeholder are aware of will generally lead to greater support (Bhattacharya and Sen 2004). Therefore, companies need to make sure that the issue they support has gained attention among their stakeholders. Petty et al. (1981)

showed that individuals draw greater attention to issues that are relevant for them. Which mean that the company could benefit from choosing an issue that their key stakeholders are concerned about. Shuili et al. (2010) explain that companies could identify which issue their stakeholders are concerned about through research. Alternatively, they could let the consumer choose which issue to support with a percentage of their purchase. Additionally, Shuili et al. (2010) state that companies should weigh the benefit of choosing a popular issue with the company fit. It's important to strive to support an issue where the company can have a strong impact which also is expected by stakeholders.

The final factor that impacts the effectiveness of the company's CSR communication is the social value orientation of individuals. The reason is that individuals social value orientation will affect the individual's capability to process the company's CSR communication (Shuili et al. 2010).

There are three types of social value orientation which are prosocial, individualistic, and competitive. Prosocial individuals strive for equality and strive to maximize the benefit for themselves equally as much as for others. These individuals are often more susceptible to companies CSR activities and CSR communication. Contradictorily individualist solely focus to maximize their own outcome and competitors strive to only achieve a better outcome than others. As mentioned, CSR communication is assumed to have greatest effect on prosocial individuals which also have the best potential to become CSR activist or CSR advocates for the company. On the other hand, companies also need to recognize that some individuals only care about shareholder value maximization and less about CSR. (Shuili et al. 2010)

2.3.3. Communication Outcomes

Following Shuili et al. (2010) framework to maximise the business returns will hopefully lead to several business returns from the primary stakeholders (consumers, employees, and investors). As mentioned earlier Shuili et al. (2010) stress the importance to increase their awareness and decrease the skepticism towards companies CSR activities. Thus, the primary stakeholders first need to be aware of the company's CSR activities before it can affect their attitudes towards the company.

Perception Outcomes

If the company manages to improve the favorable attributes of their brand, this will hopefully change the individuals' attitudes towards the company. This will then increase the company's credibility and therefore the individuals trust towards the company.

When the individual's perception about the company change, so will their behavior towards the company. For the stakeholder to change its perception about a brand it first needs to be aware of the message. Thus, the perceptual outcomes of the CSR communication are initially measured by the awareness among the target group. When the stakeholders are aware of the message the next question to ask is: how is the message changing the attributes of the brand? Finally, do these attributes change the stakeholders' attitudes towards the brand and does it impose more trust? (Shuili et al. 2010).

Behavioural Outcomes

The behavioural change from the primary stakeholders will then hopefully lead to several business returns that the company receives. Consumers may show their appreciation through increased purchases, loyalty or advocacy through for example word of mouth. Business returns from employees could also be shown in the form of loyalty or advocacy. If employees have positive attitudes towards their company, it could also lead to increased productivity. Investors normally show their appreciation through amount of invested capital (Shuili et al. 2010).

3. Method

This chapter explain the chosen research design and why it was chosen. The chapter then present the theory and participants chosen. It further shed light on how the data was collected and analysed. The last section involves the ethical considerations made and the methods for quality assurance.

3.1. Research Design

This study uses a case study design which is a single case design that analyze the unique context of the case (Bryman and Bell 2015). This study further adopted a qualitative method since it focuses on the words from the company rather than collecting and analyzing numbers. The study further applied a deductive approach regarding the relationship between empirics and theory. The study applies Shuili et al. (2010) framework for CSR communication to assess and explain the effectiveness of KRAV's CSR communication. The research differs from the main steps of qualitative research design in the sense that it was initiated from theory and then formed a general research question. After the general research questions were decided, relevant sites and subjects were chosen which then followed by the collection of data. This further led to a reformation of the theoretical framework that imposed additional gathering of data. Finally, the discussion and conclusion were conducted.

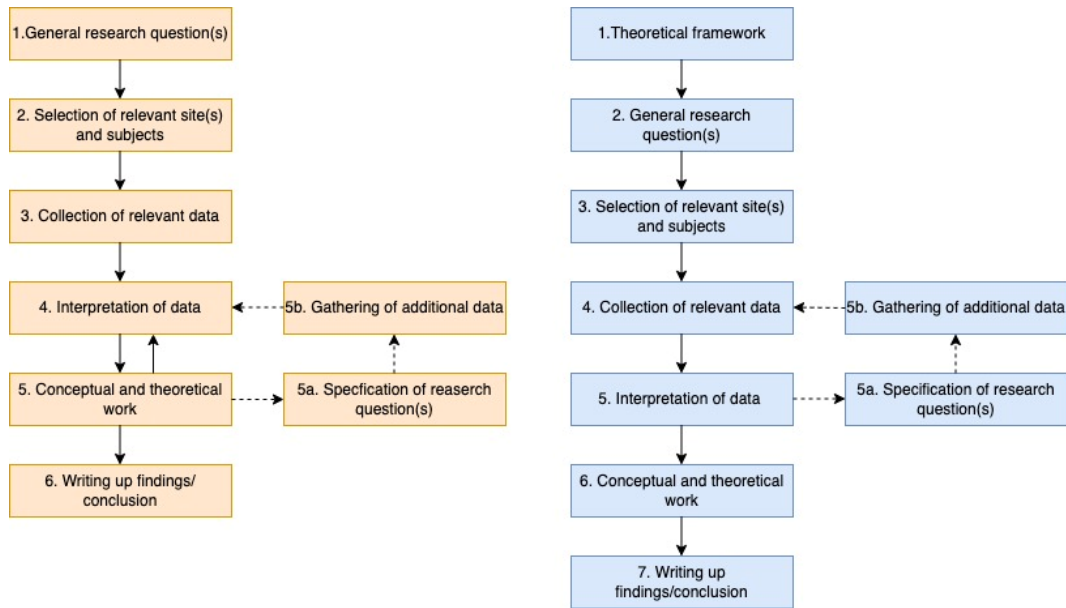


Figure 2. Adapted version of Bryman and Bell (2015) The main steps of qualitative research design (yellow flowchart) compared to this study's research design (blue flowchart).

3.2. Choice of Theory

Shuili et al. (2010) framework for CSR communication initiated the idea for this study. The framework was created by reviewing and compiling the existing literature on CSR communication. The authors created a narrative review to gain an understanding of the factors impacting the effectiveness of CSR communication. A narrative review strives to use a wider scope on the studied area in comparison to a systematic review (Bryman and Bell 2015). Therefore, Shuili et al. (2010) deductive and broad approach enabled them to create an extensive framework of the factors impacting CSR communication. The Stakeholder Theory by Freeman et al (2018) was chosen since it helps to explain how values could be created and shared by the company and its stakeholders. It further emphasizes how value for a business is more than shareholder value, which is key for the analytical framework of the study.

3.3. Choice of Cases

A purposive sampling method were used which involved one level of sampling. The aim of the purposive sampling is to choose a case that is relevant for the chosen research questions (Bryman and Bell 2015). A “typical case” was chosen to

exemplify the desired dimension of a successful CSR campaign, which is one of the three most common purposive sampling methods according to Bryman and Bell (2015). The sampling criteria was selected based on the company's operation in the food and beverages industry, additional criterions for the case were:

The Company:

- Communicating about CSR (minimum of one campaign per year).
- One CSR campaign that was a success according to the company.

The interviewee:

- Being an Executive with knowledge about the company's CSR communication and the concerning campaign.

Twelve companies were chosen during the first sample, based on the initial criterions. Only one company was able to participate since the rest either did not have time or did not respond.

One additional interview was conducted due to opportunistic sampling that was unpredicted but provided relevant data to answer the research questions (Bryman and Bell 2015). This interview delivered expert insights, that could be tested against the theory and provide an additional view of the factors impacting the effectiveness of CSR communication. Thus, the final sample was Nina Halling, Chief of Communication at KRAV and Maria Pavlidou Partner Marketing Communications & Senior Strategy Consultant at The Healthy Marketing Team.

3.4. Data Collection

Primary sources were interviews with representatives from the companies and their websites while secondary sources were academic books, websites, and articles about CSR communication. The two interviews were conducted and recorded via Zoom, and then transcribed (Table 1). Nina Halling (KRAV) was approached through LinkedIn where she received a one-pager introducing the study. Interviewing KRAV enabled the study to get a deeper understanding of the planning, implementation, and outcomes of their CSR communication. The interview with Maria was initiated by herself with the aim to gather expert insight from her experience of the planning and implementation of CSR communication. The in-depth interviews with Halling and Pavlidou were constructed based on the Shuili's et al. (2010) framework for CSR communication (Appendix 2a and b). The questionnaires differ in the sense that the questions asked to Halling (Appendix 2a) were constructed to get information on a specific CSR campaign while the other (Appendix 2b) aimed to gather Pavlidou's overall experience on the topic.

Both interviews used a semi-structured interview guide with open-ended questions. Each questionnaire was piloted to manage the quality of the questions and the length of the interview. The pilot interview was conducted with the help from research peers and was excluded from the report after modifications of the questionnaire. The final interview with Halling included 30 questions that was shared with her four days before the interview (Table 1 and Appendix 2a). The final interview with Pavlidou included 13 questions and she received them five days before the interview (Table 1 and Appendix 2b).

The interviewees followed the four main factors impacting the effectiveness of CSR communication see, Shuili et al. (2010) framework for CSR communication.

1. What to Communicate / Message Content
2. Where to Communicate / Message Channels
3. Contingency factors - Company Characteristics (not included in the interview with Nina but included in the interview with Maria) and Stakeholder Characteristics
4. Outcomes - Perceptual Outcomes and Behavioral Outcomes (not included in the interview with Maria).

Information regarding the Company Characteristics were gathered through KRAV's website since sufficient information was available there.

The interview with Maria followed the same main topics besides "Outcomes" since there was no outcome to measure. The questions were also asked based on Maria's previous experience and not on a specific CSR campaign (Appendix 2b). The interview with Maria did include questions regarding Company Characteristics (Appendix 2b).

Interviewee	Nina Halling	Maria Pavlidou
Organization	KRAV	The Healthy Marketing Team
Position	Chief of Communication	Partner Marketing Communications & Senior Strategy Consultant
Interview Guide Sent	22/4-22	21/4-22
Interview Date	26/4-22	26/4-22
Duration	45 min	53 min
Data Shared with Interviewee	9/5-22	9/5-22

Data Approved	9/5-22	9/5-22

Table 1. Overview of participants in the study.

3.5. Data Analysis

The study's questionnaire and framework for analysis are based on Shuili's et al. (2010) framework for CSR communication. The framework was adapted to KRAV's stakeholders which lay the foundation for the analysis of the outcomes of the CSR Campaign. The adapted version and predetermined themes for the interviewees is shown below. The interview with Maria Pavlidou did not include questions regarding the communication outcomes, thus it is not a basis for analysis.

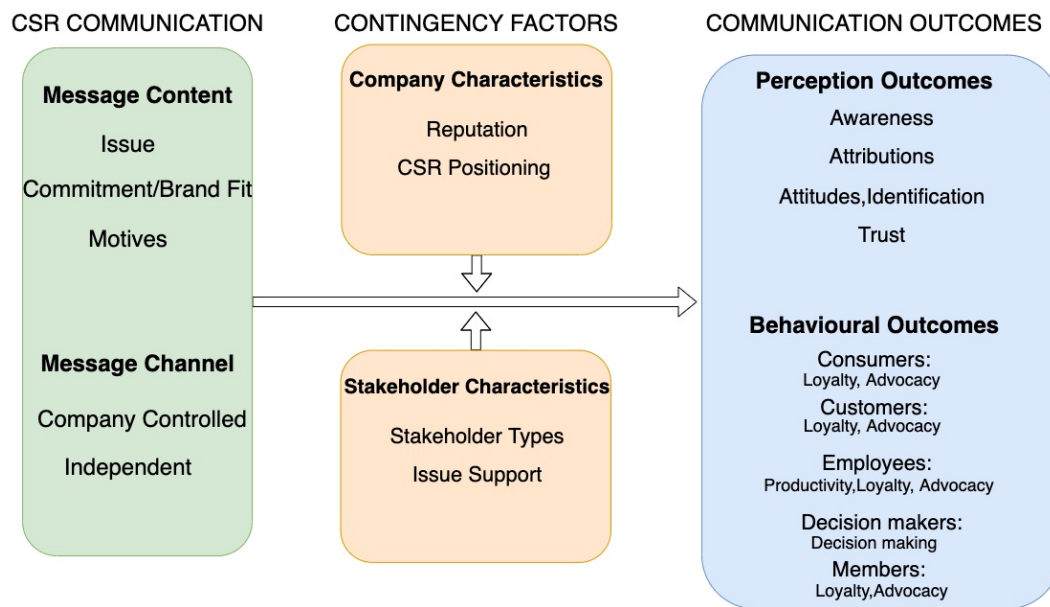


Figure 3. Table showing adapted version of theoretical framework + predetermined themes for data analysis.

The data from each interview was examined and categorized into the predetermined sub themes. Thus, both the main themes and the sub themes were deductively created based on Shuili's et al. (2010) framework for CSR communication. The method of organizing and synthesizing data in a matrix is referred to as the "Framework Method" (Bryman and Bell 2015) (Appendix 3). Besides helping the researcher to categorize and synthesize the data, it also put each perspective in context (Bryman and Bell 2015).

3.6. Ethical Considerations

Bryman and Bell (2015) state that researchers should provide potential research candidates with sufficient information to decide if they want to participate in the study or not. Therefore, all potential participants were provided with a one-pager describing the research, its aim, and the requirement to be public with their name.

The participants were also informed of their rights before publication such as:

- Right to anonymize sensitive information in the report or oral presentation.
- The student undertakes not to disclose confidential information.
- Participants will be given the opportunity to read the final draft and correct for final understandings.

The participants additionally agreed verbally to be recorded during the Zoom interview.

3.7. Quality Assurance

Reliability and validity are commonly used methods to determine the quality of a study. On the other hand, researchers are concerned that these methods aren't suitable for qualitative studies. The degree of validity is decided based on how the researcher observe, identify, and measure what is intended to measure (Bryman and Bell 2015). Since qualitative studies focus on analyzing text to develop results, researchers strive to come up with improved methods of quality assurance for qualitative studies (Bryman and Bell 2015). This study has adopted Yin's (2009) four criteria to assure quality of the research design. Table 3 shows the four criteria, examples of methods and how they are applied in this study.

Criteria	Example of method	Application in this study
Concept validity	<ul style="list-style-type: none"> Let key informants read a draft of the report 	<ul style="list-style-type: none"> Interviews recorded and transcribed Transcribed interviews sent to participants
Internal validity	<ul style="list-style-type: none"> Display illustrations and diagrams to assist explanation Assurance in coherence of findings 	<ul style="list-style-type: none"> Patterns from the results identified and displayed in model
External validity	<ul style="list-style-type: none"> Use the theory in single case studies Define scope and boundaries 	<ul style="list-style-type: none"> Study is based on Shuili et al. (2010) framework for CSR communication Boundaries defined in delimitations
Reliability	<ul style="list-style-type: none"> Report the processing of data Assure congruence between theories and ideas and features of study design 	<ul style="list-style-type: none"> Interviews recorded, filed and transcribed. Theories were used to develop the questionnaire and research design

Table 2. Adapted from Yin (2009) four criteria for research design in case studies.

4. Result

4.1. Introduction to Study Participants

This chapter will introduce the participants of the study together with the companies that they represent. The chapter start with an introduction to Nina Halling and the case company KRAV. KRAV's organization and stakeholders are explained to base the analysis of KRAV CSR campaign in the next chapter. This chapter ends with an introduction to Maria Pavlidou and The Healthy Marketing Team.

4.1.1. Nina Halling – Chief of Communication at KRAV

Halling joined KRAV as the new “Chief of Communication” in 2019 and entered with a long experience from communication and opinion formation. Her previous occupation was at the PR-company Westander in which she joined as a consultant in 2008. She further became co-owner and chief over the unit for climate and energy. Additionally, she has experience working with environmental technology as a lead writer and debate editor at Sydsvenskan. (KRAV 2022b)

4.1.2. Description of KRAV

KRAV is a label for organically produced products which mean that products certified with KRAV are produced without artificial chemical pesticides or artificial fertilizers. Thus, KRAV comply with the EU regulation for EU-organic which is the minimum requirements for products labeling themselves as organic within EU. Brands certified with a KRAV label are required to take further action and contribute to biological diversity, reducing climate impact, good animal welfare,

environmental protection, and better working conditions for employees. (KRAV 2022c).

KRAV's vision is in line with the United Nations (1987) definition of sustainable development and the Triple Bottom Line (Elkington 1998).

KRAV's vision:

“All food production should be economically, ecologically and socially sustainable, and meet current needs without compromising the ability of future generations to meet their needs” (KRAV 2022d).

When KRAV was established in 1985 they only focused on crop production. Nowadays various of products, raw materials and production processes can be certified (KRAV 2022a). The name KRAV is a shortening for “Kontrollförening för Alternativ Odling” which in English means “The Control Association for Alternative Cultivation” (KRAV 2022e).

4.1.3. KRAV's Stakeholders

KRAV is an economic association without an interest to make profit and are owned by its 23 members who are representatives from the whole food system. *“The members should be an organization or business with a considerably important role in their industry, members should support KRAV's goals”* (KRAV, Statutes § 5 2019). The members of the board also represent a broad group of competences from the food industry. They are nominated by the nomination committee and chosen by the general meeting (KRAV 2022f).

KRAV Statutes § 2 (2019) emphasize how KRAV should support its members financial interest by:

- *“Foster the development of ecological and sustainable food items”*
- *“Develop regulations based on The International Federation of Organic Agriculture Movements (IFOAM's) principles for ecological production, but not restricted to EU's regulations of ecological production”.*
- *“Secure a trustworthy control of the regulations”*
- *“Offer labeling based on the regulations, facilitate for consumers and actors in the whole food system to act more responsible”.*

Besides the members of KRAV that constitutes the group of owners, KRAV also have other stakeholders. First, KRAV have their employees that contains of agronomists, dieticians, economists, system developers and communicators (KRAV 2022f). They also have their customers that apply for KRAV's certification. KRAV's business policy 8th § (2021) expresses that *“KRAV should communicate and market KRAV, its regulations and the benefits of KRAV so that consumers and purchasers of groceries as far as possible buy KRAV-labelled and by that contribute to the licences takers business value”*. There are 16 different types of organisations that can be certified by KRAV in which all either produce or process food. Some of the areas are, restaurants, bee farms, bakeries, slaughters, greenhouses, feed productions etc. (KRAV 2022g)

Consumers are also a key stakeholder for KRAV since they both affect and are affected by KRAV's business. They affect the business by their decision to buy a KRAV certified product or not. Additionally, they are affected by KRAV's communication and operations.

The 9th § of KRAV business policy (2021) state that:

“KRAV should have regular contact with customers, members and other stakeholders to assure good global monitoring and dialog with relevant actors.” Relevant actors that KRAV continually interact with are media through press messages and decision makers through debating articles (KRAV 2022i)

4.1.4. Maria Pavlidou - Partner Marketing Communications & Senior Strategy Consultant at The Healthy Marketing Team

Pavlidou has a passion for marketing and has now acquired over 14 years of experience within the area of health and nutrition. With a history in marketing in communication she's held leading roles at Danone, Novartis Consumer Health, and DSM. She has expertise in everything from messaging and communication to branding and positioning. Her passion for marketing has led her to positions in local and multinational companies and she's now responsible for HMT's content, digital channels, and communication. Additionally, she's also a Senior Strategy Consultant at HMT where she sees herself as a “consumer advocate”. Taking the consumer perspective has guided her throughout her professional career. (Healthy Marketing Team 2022a)

4.1.5. The Healthy Marketing Team - Global Brand and Positioning Experts in Food and Health

The Healthy Marketing Team is a consultant agency with experience from all food, beverages, and supplement categories. Their expertise lays in the capability to guide their clients to position their brand, successfully choose strategy, and execute it. They have experience from 60 countries, over six continents which have enabled them to identify the common pitfalls and establish best practices. (Healthy Marketing Team 2022b)

4.2. No Bees No Food – A CSR Campaign by KRAV

This chapter cover the CSR campaign analyzed in the study starting with an introduction to the campaign, before heading into the planning implementation and outcomes of the campaign. Each section starting from “CSR Communication” involves insights from Maria Pavlidou, which is based on her overall experiences regarding the topic.

KRAV introduced the campaign No Bees No Food in May 2021. The campaign was one out of two brand building campaigns that KRAV releases each year (Halling KRAV). Bees and other pollinators are an important cog in our food system and together with worms and other organisms in our soil, they are crucial for biodiversity. (KRAV 2022a).

Why Biodiversity?

A cultivating landscape, bursting with flowers and without chemical pesticides works as a great host for pollinators like bees. The richness of species further provides a natural protection against pests and foster a nutrient rich soil for the plants. In addition, it also helps to minimize the risk of soil erosion and contribute to resistance against climate change. Biodiversity is not only about cultivating fields, it also contributes to arthritis of the whole landscape. All species have their role in the ecosystem, in the sea, in the air, on the ground and in the earth. KRAV-certified producers’ practices ecological production of food which contributes to a long-term job of fostering biodiversity (KRAV 2022h).

4.2.1. CSR Communication

Message Content

Issue:

The campaign highlighted the importance of biodiversity which is an important part of KRAV's long-term strategy. Bees have become a symbol for biodiversity, and we are dependent on them to provide a great portion of our food (KRAV 2022j). Halling stressed that KRAV are aware that there will be some food without bees, even though many animal and plant species are endangered if we don't protect our biodiversity. She further explained that the message "No Bees No Food" was chosen since it is simple and inclusive. The idea was to reach consumers that haven't bought KRAV-certified products yet, but still have some concern about the planet. Halling emphasized that the target consumers need to have some concern about the planet, otherwise she doesn't believe they can convince them.

"The CSR topic of choice needs to be something that is close to the company's purpose and values in order to be authentic" (Pavlidou HMT)

The issue that the company want to support need to be related to the business, otherwise it won't hold up as credible. The organization first need to be financially sustainable, but it goes hand in hand with the other aspects of sustainability. Adhering socially and environmentally sustainable practices to your business will also help the financial sustainability, just in another way, but it needs to be relevant to the business. (Pavlidou HMT).

Commitment to Issue / Brand Fit:

KRAV have a continuous commitment to the issue of biodiversity which is one aspects of their aim to decrease the environmental impact of food products. Since KRAV covers all aspects of sustainability, KRAV also communicate messages around employees working conditions, nutrition etc. Halling described that during the last three years, a lot of KRAV's communication have focused on enhancing the positive feelings about KRAV through an inclusive series of campaigns. The campaigns are inclusive in the sense that they focus on the message "Eat Better" with KRAV, highlighting all the benefits of KRAV certified products. Thus, the message is not focusing on what type of food you eat, but that it's KRAV certified, with the aim to invite a broader group of people to purchase KRAV's products. The same idea is applied on the "No Bees No Food" campaign since it focuses on the

importance of KRAV rather than what type of food you eat, Halling said. The campaign was advertised for two weeks in 2021 and since it got good feedback, Halling revealed that it will run during the spring of 2022 as well.

The commitment to the issue needs to be over a long period of time and a commitment that the manager and company truly believes in. Being authentic is crucial, thus you should choose your key message and adhere consistency and continuity in your communication. (Pavlidou HMT)

Pavlidou emphasized how a one-off support and communication towards an issue is neither effective for the company or the cause that it supports.

It's not effective in the sense that it's actually helping society because it's just a one-off, but it's also not effective in terms of communication because it's just a one-off and people forget it. (Pavlidou, HMT)

Pavlidou then highlighted how some situations are exceptions. She then referred to the war in Ukraine. Many companies are now doing several CSR activities such as supporting the relief of refugees and sanctions towards Russia. They are not all having business there or a direct connection to the region, but it's important to take a stand in such a "hot topic" right now. (Pavlidou HMT)

Motives:

"The campaign strives to reach new consumers and increase their conceivability to choose KRAV, since that's the way we reach our goal of a more sustainable food production "Halling

By creating a positive image around KRAV, Halling and her colleagues hope to increase the willingness to pay for KRAV labeled products. As mentioned above, this campaign also strived to reach new groups that haven't bought KRAV before.

As a marketing manager you don't separate between intrinsic and extrinsic in the communication. They both are needed and it's the only way the communication can appear authentic. Otherwise, you will have companies greenwashing, trying to do something that they don't really stand behind. (Pavlidou HMT)

Message Channels

Company Controlled:

During the two weeks of advertising, several advert spaces were bought. Among those were ads in Web TV, Youtube, Facebook and Instagram. Spaces close to the grocery stores were also bought in the form of posters at bus stations etc. Besides paid advertisement, they also spread the message organically through their own digital channels such as website, social media, and press releases (Halling KRAV). At KRAV's website, they let a professor from the Swedish University of Agricultural Sciences explain the benefits of biodiversity (KRAV 2022j).

As a marketing director you have the marketing plan for the year that you draft in end of the year for the upcoming year. The plan includes paid versus earned advertisement which in this case is referred to as company controlled and independent. The paid advertisement is straightforward and contains physical advertisements plus all types of media where you pay for your space to communicate. The paid advertisement needs to be utilized in the sense that it needs to appear where your target consumer is most likely to see it. (Pavlidou HMT)

Pavlidou highlighted how social media influencers are more common to leverage as communicators nowadays. Influencers are often paid to spread the message and is therefore not an independent communicator. They are further forced by law to label their post as paid advertisement. On the other hand, consumers may perceive influencers as independent communicators since they often sincerely promote the product as part of their daily life, Pavlidou elucidated.

Independent:

Halling narrated how they also have written debating articles about the benefits that KRAV-certified farmers provide regarding biodiversity. She then stated how these articles mostly have been written in local magazines close to farmers who are important stakeholders for KRAV and especially concerning the topic of biodiversity.

You can utilize independent channels in your communication when you have newsworthy content to share that would be picked up by a media outlet, Pavlidou stated. She then brought up an example from her time at DSM which is a Dutch multinational corporation active in the fields of health, nutrition, and materials. DSM had just updated a new production line in their factory in Dalry, Scotland. Pavlidou was planning an event to celebrate this opening with key customers,

journalists as well as local stakeholders from the region. Since Dalry is a relatively small town, a big company like DSM is a big employer in the region and a facility is important to the local community and the local press also had an interest. Thus, it was an effective approach to have an event and invite them to experience the facility for themselves.

Employees:

Employees have been leveraged as spokespersons at the various PR activities.

The employees have been leveraged more in other campaigns, like the one where food trucks were serving KRAV-certified meals (Halling KRAV).

Pavlidou emphasized how you want your employees to be brand ambassadors.

You have to motivate your employees and give them the key messages and the tools so that they also posting and talking about topics that are important to the brand. (Pavlidou, HMT)

She then mentioned how she used to draft LinkedIn posts and share internally with her colleagues to spread and share with their network. If you then have consumers that do that because they are inspired of what you do and share the message, then that's the holy grail, Pavlidou underlined.

Pavlidou then remembered an interesting story about TED utilizing taxi drivers to promote the upcoming TED talk in town. TED is a nonprofit organization who invites speakers to share inspirational ideas within 18 minutes in front of an audience. (TED 2022). They once were in Argentina where they provided taxi drivers with topics that would be discussed at the TED talk. The idea was that taxi drivers meet people every day and instead of speaking about football they would speak about the topics of the event. In this case, the taxi drivers became the influencers which worked fantastic. (Pavlidou HMT)

Consumers:

Consumers have been utilized to spread KRAV's message through social media interaction. (Halling KRAV). KRAV's Instagram involves everything from communication around campaigns, videos from KRAV-certified farms and competitions where followers can win prizes from KRAV-certified products (KRAV Instagram 2022).

You want your consumers to be your brand ambassadors as much as you want your employees to be. Hopefully your company's actions inspire consumers which then make them want to share the company's initiatives. One way that you see companies attempt to do this are through interactive competitions. A company may invite consumers to participate in a giveaway where they can win products or other prizes if they like and share the social media post. This is not spontaneous since you incentivize the consumer to spread the communication. It's not uncommon that influencers are paid to spread the competition on their channels as well. (Pavlidou HMT)

Pavlidou then explained how they created an event to make their consumers brand advocates during her time at DSM. The event concerned their new infant formula that now also included Omega-3. The event was held in China where infant formulas had been a sensitive topic due to previous scandals by other companies. DSM invited mothers to participate and provided them with goodie bags, samples etc. Pediatricians and scientists were also attending the event to communicate the benefits of the new formula. By showcasing the benefits of the new formula through samples and expert confirmation, DSM managed to adopt many mothers to become advocates of their product. (Pavlidou HMT)

Supply Chain:

Digital material has been created and shared with members of the supply chain, so that they can further share it. The customers (the KRAVs certified brands) were given on-pack stickers with the message. KRAV then leveraged the grocery stores by providing them with stickers to hang on shelves etc. (Halling KRAV)

Many consumers are becoming more interested about the origin of products and its journey from farm to purchase in stores. Thus, many firms leverage traceability to communicate the journey of the product. Some crisp brands are now writing the name of the potato farmer that grew the potatoes on their package. Another commonly used label is "Kilometer-Zero", which help consumers choose products that are regionally and locally produced food. (Pavlidou HMT)

"Kilometer-Zero" products have travelled less than 100 kilometers and are organically produced. These products support unique and local food varieties and secure fresh and good quality due to less storage and travel distance. Consequently, these products also reduce the dependency on global food actors and support the domestic self-sufficiency. (Initiative Development Citoyen 2020)

4.2.2. Contingency Factors

Company Characteristics

Reputation:

According to the yearly study made by Kantar SIFO, 99% of individuals between 18-70 are familiar with KRAV in Sweden, which makes KRAV the most recognizable label for sustainability food in Sweden (KRAV Sustainability report 2021). The study further shows that 51% believe that KRAV makes it easier to choose sustainable groceries. On the other hand, over half of the respondents also think that there are too many labels for sustainability, which then makes it hard to know what label to trust. The crowded space for sustainability labels is something that KRAV's Sustainability report (2021) point out as a possible factor for declining sales in grocery stores.

During the beginning of 2021 KRAV suffered from bad publicity when the Swedish investigation program "Uppdrag Granskning" in Swedish Television (SVT 2021) criticized KRAV's control system of the farms. The critique was pointed towards the way some of the KRAV-certified farms managed their animals. KRAV do not agree with the critique since the program excluded a lot of the actions that KRAV had taken towards these farms (KRAV Sustainability report 2021). Halling cleared up that these farms had lost their KRAV certification before the investigation. Unfortunately, events like these harms the brand anyway, Halling added. She then apprised that an event like this is harmful for the brand, and it takes a long time to rebuild the trust. According to the study made by Kantar SIFO, KRAV's credibility reached the same levels as before the incident by the end of 2021 (KRAV Sustainability report 2021).

"The reputation of your brand is your currency, the brand value, it's massive".
(Pavlidou HMT)

Pavlidou thought back at her time at Danone when she was Brand Manager for Aptamil, an infant nutrition formula. Infant formulas are an extra sensitive topic since it's about nutrition for babies, a particularly vulnerable population group. To understand this better we can look at what is happening currently with infant formula recalls in the US.

Abbott who is a medical device company have recalled their powder formula Similac PM 60/40. The company choose to voluntarily recall the product due to the death of an infant who tested positive for Cronobacter sakaakii. Cronobacter sakaakii is a pathogen that can have many negative effects including temperature changes, grunting breaths and blood in urine. The cause of the infant's infection is not determined but it's confirmed that the infant had consumed Similac PM 60/40. The pathogen had not been found in any of the company's distributed products but had been found on areas in the factory that is not in contact with the product. (Abbott 2022)

A single bad adverse event, especially for such a sensitive target group as infants, can be devastating for the brand reputation. It doesn't need to be a big health care scare: even a bad review about the product experience or some other aspect of the brand, could harm its reputation because of the easy access that consumers have to reviews thanks to the internet and social media. (Pavlidou HMT)

CSR Positioning:

KRAV is fully positioned on sustainability since sustainable food production for this and future generations is their vision. Their strategy is to drive the development of ecological and sustainable food items and support consumers and actors in the supply chain to take their responsibility. (KRAV Sustainability report 2021).

The communication needs to be authentic and believable coming from the brand. Thus it's crucial that companies only communicate about topics that are connected to the brand's values and image. (Pavlidou HMT)

"Food brands have to be cleaner and more transparent to survive". (Pavlidou HMT)

Pavlidou emphasized how there is a lot of scrutiny in the industry and it's more important than ever for companies to act in a sustainable manner.

Stakeholder Characteristics

Issue Support:

Halling explained how they have done research that shows that many consumers want to make more sustainable food choices but are confused regarding what that

is. She then described that biodiversity is an area where KRAV have a strong position. Biodiversity is further a topic that we have seen being communicated by NGOs and other actors in the industry during the same period, Halling added. By communicating about biodiversity at the same time as other non-competing actors in the industry, Halling believes it strengthens the discussion and boost the attraction towards the campaign.

You need an issue that people feel strong about, so it makes an impact...If you choose an issue that is very niche, it might not engage your audience in the same way. (Pavlidou, HMT)

Pavlidou underlined how it's not sufficient with choosing a popular topic, but it also needs to have a corporate fit. She then brought up an example from her husband's time at a dermatology company. Dermatologists provide medicine for skin care and in this case, they had developed a product for treatment of Psoriasis. Consequently, they focus their CSR communication on raising awareness for Psoriasis which is a niche topic compared to plant-based or any other mainstream topic. In that case they chose to communicate about a niche subject, but pivotal for their business. At the same time, they cannot ignore other more mainstream topics such as their goals towards a more sustainable production. (Pavlidou HMT)

Pavlidou then repeated how some situations are exceptions and even though your main CSR communication focus around raising awareness for Psoriasis. You still want to show support during tragic events like the war in Ukraine.

Stakeholder Types:

The campaign strived to reach those consumers that haven't tried KRAV but still have concerns about the planet. The research made by Kantar SIFO showed that many consumers interest for sustainability is strong, but their knowledge about the implications of different sustainability aspects is lacking (KRAV Sustainability report 2021). Thus, many consumers are not familiar with the ecosystem services that biodiversity, or a fertile soil can provide. Therefore, Halling emphasized how this campaign strive to simplify the communication to catch the attention of a broader audience.

Besides the communication towards the consumers, KRAV also strives to communicate their message towards decision makers such as local and national politicians. As Halling stated earlier these stakeholders are approached through

debating articles or press releases. KRAV also used their sustainability report to communicate towards decision makers.

You have to identify who is the opinion leaders for your brand, it's not the same for every brand. (Pavlidou HMT)

Pavlidou referred to her time at DSM and their infant formula with Omega-3. The opinion leaders in that case were the pediatricians and especially the top pediatricians that the other pediatricians take advice from. The mothers (the consumers) are concerned about their baby's health and are therefore seeking advice from the pediatricians. These pediatricians tend to take advice from more senior and experienced pediatricians which then form DSM's opinion leaders.

The opinion leader would not be the same for a beauty brand that sells a face cream or make-up (Pavlidou HMT). In that case, Kim Kardashian would probably fit better as opinion leader. She would be their dermatologist, Pavlidou added with a smile.

Table 3 summarize the main findings from each interviewee in relation to each sub theme. The column under Halling show KRAV's answers in relation to the planning and implementation of the campaign "No Bees No Food". The column under Pavlidou show the main insights from her overall experiences in relation to each sub theme.

Main Theme	Sub-themes	Halling (KRAV)	Pavlidou (The HMT)
CSR COMMUNICATION	Issue	➤ Long-term strategy on biodiversity.	➤ Relate to business.
	Commitment to Issues/Brand Fit	➤ Series of campaigns.	➤ Long-term commitment.
	Motives	➤ Increase willingness to pay.	➤ Mix extrinsic and intrinsic motives.
	Company Controlled	➤ Utilized several channels.	➤ Identify where the paid adds are most effective.
	Independent	➤ Participated in debates.	➤ Create newsworthy content.

	Employees	➤ Spokespersons at PR events.	➤ Enable to be brand ambassadors.
	Consumers	➤ Interacted on social media.	➤ Convince to be brand ambassadors
	Supply Chain	➤ Marketing material shared.	➤ Showcase traceability.
COMPANY CHARACTERISTICS	Reputation	➤ +/- of being a recognizable brand.	➤ Your currency.
	CSR Positioning	➤ Fully positioned on CSR.	➤ Communicate in line with brand image.
STAKEHOLDER CHARACTERISTICS	Issue Support	➤ Hot topic.	➤ Mix corporate fit and hot topic.
	Stakeholder Types	➤ Adopted communication to target audience.	➤ Identify opinion leaders.

Table 3. Summary of the planning and implementation of KRAV's CSR campaign and the insights from Pavlidou.

4.2.3. Outcomes

Perceptual Outcomes

Awareness:

The advertising from adverts near grocery stores had a reach of 8.8 million. Halling clarified that this number refers to exposures. Thus, it does not tell how many people that have seen the advertisement, since the same people could pass by several times, and you never know if they looked at the advertisement.

Attributions/Attitudes/Identification/Trust:

To measure the consumers change in perception of KRAV after the campaign, Halling and her colleagues used their own campaign measurement study. A couple

of hundred consumers were invited to answer questions around KRAV, some that had seen the campaign and some that hadn't. The respondents were given the same questions and then they could see how their attributions towards KRAV were different depending on if they had seen the campaign or not (Halling KRAV). Halling stated that the outcomes of the survey showed that the campaign increased the possibility to purchase KRAV and the willingness to pay for KRAV.

Halling admitted that some voices at KRAV were afraid that the message "No Bees No Food" was too exaggerated, since not all food need pollination. People were afraid that KRAV would be perceived as frivolous, Halling added. Now when then campaign had aired, Halling could proudly say that the campaign was a success and was perceived well from, consumers, customers, colleagues, and the industry.

The only backlash that the campaign had were during some debates with local farmers. These debates started when KRAV communicated about the additional area of natural pastures on KRAV certified farms compared to conventional farms. The natural pastures are a great contributor to biodiversity and therefore an important debate to have with the local farming communities. The problem is that farmers don't want to polarize between farmers since that could create unwanted tension. At the same time KRAV need to lift the differences between KRAV certified pastures compared to conventional since a lot of consumers do not know the differences. (Halling KRAV)

Halling then explained that participating in debates have overall been beneficial. It creates discussion around the topic and if someone respond with a different opinion, they get the chance to reply. Halling highlighted how it's important to have the farmers on their side since they are KRAV's customers. The debates are also important because they help KRAV maintain the trust within the industry. On the other hand, these forums may not be the place where we find consumer that never tried KRAV, Halling added.

Behavioral Outcomes

The sales of KRAV-certified products have been declining the last three years together with other ecological products in grocery stores (KRAV Sustainability report, 2021). KRAV do not sell the products themselves, and do not have access to sales stats. Therefore, KRAV can't see the difference in sales since the campaign aired. Halling expressed that the decrease in sales could depend on several things such as the consumers' willingness to pay and knowledge about sustainable food consumption. She additionally stated that some things are difficult for KRAV to

influence, for instance companies' choice of product developments or which products grocery stores choose to promote.

"No Bees No Food" was a campaign that both were appreciated by already blessed KRAV advocates, but also among people who had not tried KRAV before. Halling declared how this have been a trade-off during some of the previous campaigns. She referred to a campaign where they celebrated people eating french fries if they were KRAV-certified. The idea was to invite as many people as possible to eat KRAV-certified products and target people that haven't tried KRAV before. Halling expressed how campaigns like this have been less popular among existing KRAV advocates which is reasonable since they aren't the target group. The existing KRAV fans, felt that the campaign shouldn't promote eating fries at all. On the other hand, doing so may invite more people to try KRAV which ultimately was the goal of the campaign. Fortunately, the campaign "No Bees No Food" seemed to touch upon an important question which resonated with all stakeholders, Halling reasoned.

We are glad that this campaign seemed to increase consumers' willingness to pay for KRAV and non-exciting consumers' willingness to try KRAV. It's through campaigns like this that we try to communicate our vision in a manner that perhaps isn't expected by KRAV. If we can increase the sales of KRAV-certified products, we also get happy farmers and reach our goals of sustainable food production. (Halling KRAV)

5. Discussion

Shuili et al. (2010) framework for CSR communication was used to identify the factors impacting the effectiveness of KRAV's CSR campaign. The findings show that the managers/interviewees recognized all factors as pivotal aspects to manage during a CSR campaign. The stakeholder Theory by Freeman et al (2018) was used to analyze the outcomes of KRAV's actions on their stakeholders. It became clear that stakeholder's interests may conflict during a CSR campaign. At the same time the study showed that campaigns could unite stakeholders by choosing an issue that resonates with everyone.

5.1. What to Communicate

When deciding on what issue to support, Shuili et al. (2010) discuss the trade-offs that may occur between choosing a topic that attracts the target audience, but also match the image of the brand. The campaign "No Bees No Food" targets consumers that are concerned about the planet but haven't tried KRAV before. As Halling mentioned, these individuals may not read debating articles about natural pastures. They may not even know what biodiversity is. Therefore, a message about biodiversity may not resonate with this audience, but everyone eats food. Thus, the message "No Bees No Food" is relatable even though you've never heard about biodiversity. The outcomes of the campaign showed that people's willingness to try KRAV and willingness to pay had increased, which signifies that the campaign succeeded with its intention. The message further resonates with the stakeholders who know what biodiversity is since bees have become a symbol for biodiversity, as Halling mentioned. Thus, this campaign managed to eliminate the previous interest trade-off that occurred during the "Eat Better French Fries" campaign. At that time, the marketing department wanted to reach new consumers through an inclusive campaign promoting french fries, if they are KRAV-certified. Unfortunately, already blessed KRAV-advocates did not like the idea of KRAV in association with french fries. Identifying the trade-off between stakeholders and

find a solution to minimize future trade-offs is the correct way to assess the situation according to Freeman et al (2018).

Biodiversity also has a great corporate fit with KRAV in regards of both intrinsic and extrinsic motives. KRAV is a non-profit organization, and their vision is to strive for a sustainable food production for our current and future generations. Thus, championing biodiversity to support a more sustainable food production is perceived as intrinsic. At the same time Halling underlined how the main motive of this campaign is to increase the sales of KRAV-certified products. Without any sales, there won't be any income for the KRAV-certified customers. Without income, no producers/processers will transform to a KRAV-certified production which will inhibit KRAV's vision towards a sustainable food production. A large portion of the KRAV-certified products are contributing to biodiversity and it's a topic where KRAV's label holds a strong position. Thus, promoting biodiversity also directly contributes to the extrinsic motive of increased sales of KRAV-certified products. Mixing intrinsic and extrinsic motives is something that Pavlidou sees as an obvious key for the communication to appear authentic. This is also confirmed by Shuili et al. (2010) who explain how stakeholders understand that corporations both have intrinsic and extrinsic motives and that extrinsic motives could enhance the credibility of the communication.

5.2. Where to Communicate

When it comes to the chosen channels to communicate the message, both theory and results show that a combination of company controlled, and independent channels should be leveraged. These methods are referred to as paid and earned attention by Halling and Pavlidou. Both interviewees stated paid attention as straightforward where both psychical spaces and digital spaces are bought. In KRAV's case physical spaces were bought close to grocery stores to appear close to the purchase. KRAV additionally provided their customers with on-pack communication about the campaign. Thus, KRAV utilized their supply chain to communicate the message at the point of purchase, which also is suggested by Shuili et al. (2010).

Shuili et al. (2010) emphasize how stakeholders are more critical towards the company-controlled communication compared to the independent since the former could be perceived as biased. To utilize the independent channels, Pavlidou explained that you need to create content that's newsworthy. Pavlidou's story about DSM's state of the art factory in Dalry, prove that actions are stronger than words.

By inviting journalists to the new factory, DSM let the journalists see for themselves and write their story about the new factory. KRAV involve their customers by showing videos on social media where the customers (in that case the farmers) highlight the benefits of KRAV. Thus, KRAV utilize their customers to spread the benefits of KRAV. Adopting the strategy of inviting independent channels to see for themselves may be an opportunity for KRAV to leverage their customers even more as communicators of KRAV. Involving the employees and consumers to become your CSR advocates is something that both interviewees and Shuili et al. (2010) expressed as an effective route for communication. As Pavlidou stated, creating competitions on social media to interact with the consumers is common, which also seem to be the case at KRAV.

5.3. Company Characteristics

Most Swedes are aware of KRAV since the study from KRAV's Sustainability report (2021) show that 99% of individuals between 18-70 are familiar with KRAV. The same research also showed that 51% believe that KRAV makes it easier to choose sustainable groceries. Being Sweden's most recognizable label for sustainable food items also involves being a target for scrutiny. Something that KRAV experienced in the beginning of 2021 when "Uppdrag Gransking" criticized their handling of animals at some of the previously certified farms.

An event like this could be devastating for the brand, and as Pavlidou stated, *"The reputation of your brand is your currency..."*. Both interviewees pointed out that the reputation takes long time to build and can be gone over a night. According to the study made by Kantar SIFO, KRAV's credibility was back at the same level as before the critique by the end of 2021. This study does not answer why KRAV managed to gain their credibility back but might give an idea of the brand values impact on the rebound. Pavlidou stressed how the commitment to an issue need to be over a longer period. It further needs to be an issue that the manager and company truly believes in. Since KRAV is a non-profit organization that has a long-term vision for a sustainable food system, their motives are authentic. This does not make them immune from critique but strengthen their reasons to improve and deal with the issue. Shuili et al. (2010) describe that companies who position themselves fully on CSR will appear more authentic and attract more attention from stakeholders, when communicating their CSR. KRAV is fully positioned on sustainability where they strive for a sustainable food production through their certification and by influencing the public opinion.

5.4. Stakeholder Characteristics

Pavlidou highlighted how corporations need to identify who the opinion leaders are for their brand. KRAV leveraged a professor at the Swedish University of Agricultural Sciences to verify the importance of biodiversity through their website. Using opinion leaders to verify the quality of the product is something that both interviewees underline as effective. Halling's experience from debates verifies how some actions may lead to conflict of interests between stakeholders. The debate about the considerably greater area of natural pastures on KRAV-certified farms compared to conventional induced tension among farmers. At the same time, Halling stressed how they need to educate the consumers about the benefits of KRAV-certified farms. According to Freeman et al (2018) Halling and her colleagues should figure out a way to deal with this trade-off and proceed in a direction where KRAV can create value for all stakeholders. The sales of KRAV-certified products are declining, which makes it difficult to convince farmers to transform to a KRAV-certified production. Halling hope that through campaigns like this, convince more consumers to try KRAV and consequently create more value to the farmers and all stakeholders.

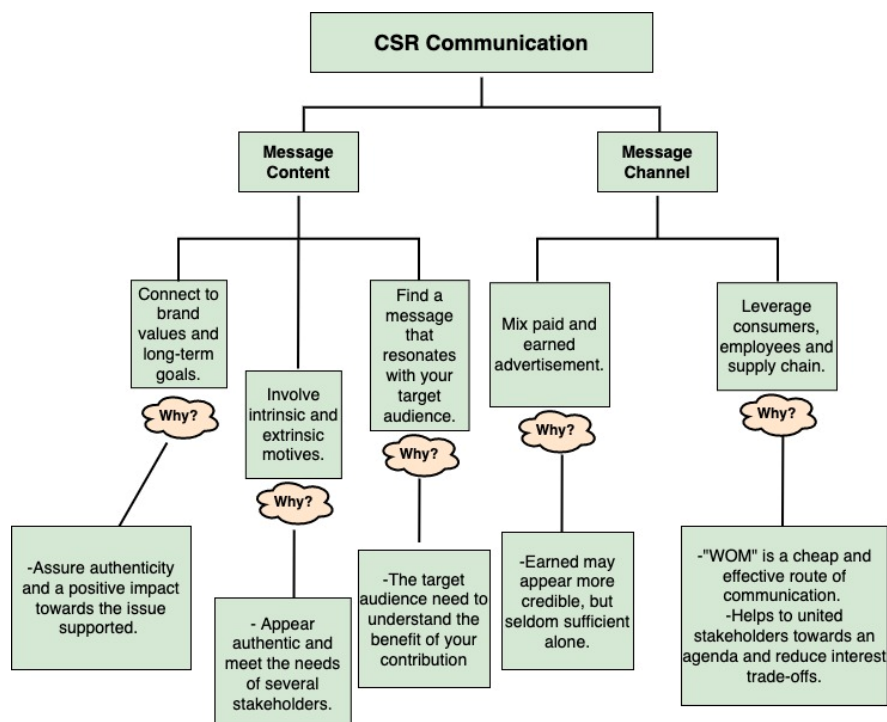


Figure 4. Displaying the main findings concerning the chosen message content and channels impact on the effectiveness of the CSR communication

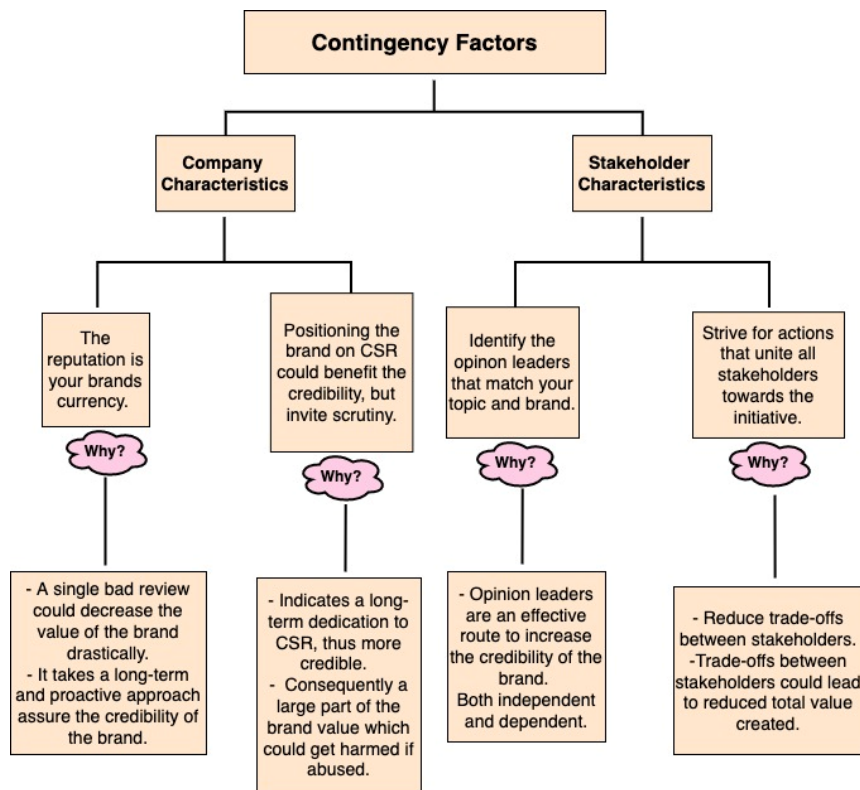


Figure 5. Displaying the main findings concerning the company and stakeholder characteristics impact on the effectiveness of CSR communication.

6. Conclusion

This study shows how several factors are impacting the effectiveness of a CSR campaign, some controlled by the corporation and some less predictable. The findings confirm the theory regarding the importance of a long-term commitment to the issue supported. It further prevails consensus that the issue supported should be connected to the brand values and image. Regarding the motives behind the CSR campaign, a combination of intrinsic and extrinsic motives is suggested across the board. Both theory and interviewees highlight the value of independent channels as the best route to gain credibility. It's further clear that employees and consumers should be leveraged as communicators of the campaign. Thus, it's up to the managers to enable the employees and consumers to become brand ambassadors that advocates for the company. The companies CSR positioning and reputation are suggested to impact the effectiveness of the communication according to both theory and results. The findings stress the importance of the brand value which is based on the company's reputation. It's further suggested how a long-term CSR commitment strengthens the authenticity of the company's CSR actions. Both theory and results express how companies must understand which stakeholder that they are communicating towards. Furthermore, trade-offs between stakeholder interests may occur during a CSR campaign but can be minimized and even eliminated by creating a campaign that resonated with all stakeholders. Finally, companies should identify the opinion leaders for their brand which is suggested as an effective path to the target audience attention.

6.1. Best Practice Recommendations

- Choose an issue that match the company's values and resonates with your target audience!
- Long-term commitment to the issue increase authenticity.
- Mix intrinsic and extrinsic motives.
- Enable employees and consumers to become brand ambassadors.
- Create newsworthy content to attract independent channels to spread your message.
- Safeguard and proactively improve the reputation.
- Identify your opinion leaders.
- Identify solutions that unite your stakeholders' interests.

6.2. Limitations of the Study

Since the degree to which the campaign is successful is decided by KRAV, the study cannot assure that the findings are applicable for other actors. The findings are further based on two managers perspectives and lack perspectives from other stakeholders. Gathering information from stakeholders affected by the campaign could have strengthen the analysis. Since the study is based on a single case, it's difficult to verify if the theory coheres with practice. Studying several successful campaigns could have increased the credibility of the outcomes. The relation between KRAV's actions and its impact on the outcomes are based on KRAV's own measurement and impression. Thus, additional measurement tools would have improved the relation between KRAV's actions and the outcomes of the campaign. For example, the study lacks information regarding to what extent KRAV's use of independent channels influenced the outcomes of the campaign. Since KRAV is a certification, they do not own the sales numbers from the products that they certified. For that reason, KRAV cannot see the change in sales after the campaign.

6.3. Recommendations for Future Research

This study identifies the factors impacting the effectiveness of CSR communication of a non-profit organisation's which involve a certain set of stakeholders. Therefore, future research could test how the same study would unfold in a for-profit organisation. Analysing a for-profit organisation would include new stakeholders with different interests that may improve or deteriorate the outcomes of the campaign. This study presents suggestions for CSR communication based on two experienced managers' insights, but with less supporting numbers. Future research could target companies that can provide an extensive amount of supporting data. It would further be interesting to analyse a greater number of companies and conduct a quantitative analysis to identify common patterns among the cases. This study collected data from managers and does not include perspectives from other stakeholders. Therefore, future research could focus on the stakeholder's perspective, thus asking the individuals affected by the CSR campaign.

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Appendix 1: Explanations of Concepts

- Intrinsic motives and Extrinsic motives.

Intrinsic motives are characterized by genuine interest for the cause without pressure rewards that initiated the act. On the contrary, extrinsic motives are driven by external rewards such as money or avoiding trouble. (Healthline, 2018)

- Social Value Orientation.
(Shuili et al 2010) explain how the social value orientation of individuals impact their capability of processing the information. These orientations are “Prosocial” who want to maximize the value for others as much as for the self. Contrary, “Individualistic” strives to only maximize the benefit for themselves and finally “Competitive” only want to be better than others.

Appendix 2: Interview Guides

Interview Guide Regarding Interview with Nina Halling at KRAV(a).

This interview guide provides the questions that should answer primary information needed from the two companies in the study. The interviews strive to answer questions regarding their chosen sustainability campaign. Thus, the focus is to gain information that help to analyze the companies’ choices and environment in relation to (Shuili et al 2010) framework of CSR communication.

Questions marked in blue may require the respondent to gather some data, if they have. Thus, these questions could be sent to the interview in a mail after the first interview.

The Successful Campaign.

Part 1. What to Communicate

In part 1 the message is the focus and why it is chosen. The aim is to understand the company's motives for the message relation to the company's CSR strategy.

Message Content

Issue:

1. Which cause did the campaign communicate their support to?
2. Could you please explain the message that you communicate?
3. Why did you choose this message?
4. What are the direct benefits that this campaign planned to gain?

CSR Commitment:

5. How are you supporting this cause? For how long? What's the substance and consistency of your support?

CSR Motives:

6. Why did you choose this issue? (What are the underlying characteristics that impact the credibility and stakeholders' skepticisms of the communication.)

CSR Fit:

7. Have you communicated any previous messages in line with this campaign and if, what did you do?
8. What other initiatives are you doing that support this issue/are in line with this issue?

Part 2. Where to Communicate.

This section aims to understand how the company utilized the route of the message.

Message Channels

1. Which channels did you use to communicate this campaign? (Dependent and Independent)
2. How are you collaborating with your supply chain to communicate your CSR message?
3. How are you involving your employees as communicators of your message?
4. How are you interacting with the consumers to make them engaged and further deliver your message?

Part 3. Moderators Impacting the Effectiveness of CSR Communication

Part 3 are dedicated to identifying the contingency factors that have an impact on the effectiveness of the communication but cannot be accurately predicted. The company-specific factors focus on the company and its characteristic in relation to the public (not included in interview). The stakeholder-specific factors focus of the company's stakeholders' character and their relation to the issue that the company support.

Stakeholder-Specific factors

Stakeholder Type:

1. Some stakeholders are regarded as opinion leaders such as press, investors, NGOs while other are regarded as the public (Shuili et al 2010). How are approaching the opinion leaders in comparison to the public?

Issue Support:

2. On what bases did you choose this issue? What type of research?
3. Do you interact with your consumers in the decision of choosing issue to support?
4. Are there any issues that you have planned to support but declined? (Due to corporate fit or other reasons)

Social Value Orientation:

(Shuili et al 2010) explain how the social value orientation of individuals impact their capability of processing the information. These orientations are “Prosocial” who want to maximize the value for others as much as for the self. Contrary, “Individualistic” strives to only maximize the benefit for themselves and finally “Competitive” only want to be better than others.

5. If we assume that people merge from the three social value orientations of prosocial, individualistic and competitive, how does your campaign meet the interests of these groups?
6. Is there any group that you target more or less with this campaign regarding their social value orientation?

Part 4 Outcomes.

Part 4 aims to identify the *Perceptual* and *Behavioral outcomes* of the campaign.

The *Perceptual* outcomes focus on what goes on in the individuals mind when they become aware of the company’s message. The *Behavioral outcomes* strive to understand the behavior that follows when the individuals (employees, consumers, investors) have been reach by the message.

Perceptual Outcomes

Awareness:

1. How did you see a change in the awareness of the company’s involvement in the issues among, consumers, employees, and investors?
2. How many consumers did you reach with your campaign? (Rough estimate)

Attributions:

3. How did the campaign change the attributions of your CSR motives?
More Extrinsic or intrinsic? *An extrinsic motive is associated with a motive to increase the company's profit while an intrinsic motive is associated with a genuine concern for the cause* (Shuili et al 2010).

Attitudes/Identification:

4. Which differences have you seen in the way the consumers, individuals and investors associate with the brand?

Trust:

5. Has the credibility of the brand improved and if, in what way?

Behavioral Outcomes

Consumers:

6. Have you seen an increased or decreased loyalty to the brand and if, in what way?
7. How do you measure the consumers loyalty, and do you have any data to confirm their loyalty or advocacy after the campaign?

Employees:

8. How would you say that the campaign changed your employee's productivity, loyalty, behavior, or advocacy?
9. How do you measure the change of your employee's behavior (productivity, loyalty, advocacy) before and after the campaign and do you have any data to confirm it?

Customers:

10. How do you measure the change of your customers behavior before and after the campaign and do you have any data to confirm it?

Members:

11. Have your members behavior change after the campaign and if, in what way?

Decision Makers:

12. Has the campaign influenced any decision makers and if, in what way?

Interview Guide Regarding the Interview with Maria Pavlidou (b).

This interview guide provides the questions that are directed towards Maria Pavlidou who represent The Healthy Marketing Team. Thus, these questions aim to gather expert insights from Marias experience of CSR communication, based on the factors described by (Shuili et al 2010).

Part 1. What to Communicate

Part 1 strive to understand what Maria would consider most important when deciding upon the message to communicate.

Message Content

1. What do you consider important when deciding on what issue to support?

There are various ways in which a company can commit to an issue. A campaign could for example donate a large portion of capital during a short period of time or donate a smaller portion of each sale during a longer period.

2. What are your thoughts on the substance of the commitment's impact on the effectiveness of the CSR communication?
3. Do you have any thought regarding how the motives of the communication are reflected in the message?
4. What are your thoughts on the importance of the company's fit with the issue that it supports?

Part 2. Where to Communicate.

This section aims to learn from Marias experience on how to utilize the route of the message.

1. How do you believe a company should utilize dependent and independent channels to spread their message?
2. Do you believe there are any benefit of utilizing consumers and employees to spread the message? If, how could that be done? If not, why?
3. Do you believe there are any benefit of utilizing the supply chain to spread the message? If, how could that be done? If not, why?

Part 3. Moderators of Communication Effectiveness.

Part 3 are dedicated to understanding Marias ideas about the contingency factors that have an impact on the effectiveness of the communication. The contingency factors are divided into two categories of factors which is the company-specific factors and the stakeholder-specific factors. The company-specific factors focus on the company and its characteristic in relation to the public. The stakeholder-specific factors focus of the company's stakeholders' character and their relation to the issue that the company support.

Company-Specific Factors

1. How does the company's reputation impact the effectiveness of their CSR communication?

2. How would you say that the companies CSR positioning impacts the effectiveness of their communication?
3. Are there any characteristic of the food industry that you believe impact the effectiveness of the company's CSR communication? (One food categories reputation can of course others within the food industry, but this question strive to look at the whole food industry.)

Stakeholder-Specific Factors

1. Some stakeholders are regarded as opinion leaders such as press, investors, NGOs while other are regarded as the public (Shuili et al 2010). How are approaching the opinion leaders in comparison to the public?
2. How important is it to choose an issue that is "Popular"/" Hot issue" in the eyes of the public?
3. How would you weigh the importance of choosing an issue that is popular for the company's key stakeholders compared to an issue that fit their brand?

Appendix 3: Framework for Data Analysis of the Interviews.

Table 4,5,6 illustrates the framework for analysis starting from left to right. The main themes and sub themes were predetermined. Quotes from the data collection was then categorized under each main themes and sub themes and finally coded depending on their implication.

CSR Communication

Main theme from the conceptual framework *	Sub-themes	Exemplary quotes	Codes
Message Content	Issue	<i>The CSR topic of choice needs to be something that is close to the company's purpose and values in order to be authentic"</i> Pavlidou	<ul style="list-style-type: none"> ➤ Brand fit ➤ Business related
	Commitment to Issue / Brand Fit	<p><i>"We cover all aspects of sustainability, but biodiversity covers a great portion of the products that we certify" Halling</i></p> <p><i>"It's not effective in the sense that it's actually helping society because it's just a one off, but it's also not effective in turns of communication because it's just a one off and people forget it." Pavlidou</i></p>	<ul style="list-style-type: none"> ➤ Brand fit ➤ Long-term commitment ➤ Long-term commitment ➤ Shared value
	Motives	<i>"The campaign strives to reach new consumers and increase their conceivability to choose KRAV, since that's the way we reach our goal of a more sustainable food production "Halling</i>	<ul style="list-style-type: none"> ➤ Financial

Message Channel	Company Controlled	<i>“We bought spaces close to grocery stores, Webb TV, YouTube, Facebook and Instagram” Halling</i>	<ul style="list-style-type: none"> ➤ Close to purchase ➤ Digital ➤ Social media
	Independent	<i>“We have also worked with press messages and debating articles, that received earned attention in traditional media” Halling</i>	<ul style="list-style-type: none"> ➤ Debating articles ➤ Press messages
	Employees	<i>“You have to motivate your employees and give them the key messages and the tools so that there also posting and talking about topics that are important to the brand.” Pavlidou</i>	<ul style="list-style-type: none"> ➤ Utilize the employees’ network ➤ Brand ambassadors
	Consumers	<i>“If consumers share your communication because they are inspired, then that’s the holy grail” Pavlidou</i>	<ul style="list-style-type: none"> ➤ Inspire ➤ Brand ambassadors
	Supply Chain	<i>“We provided our customers with on-pack communication” Halling</i>	<ul style="list-style-type: none"> ➤ Point of purchase communication

Table 4 showing the framework for analysis regarding the CSR Communication.

Contingency factors

Main theme from the conceptual framework *	Sub- themes	Exemplary quotes	Codes
Company Characteristics	Reputation	<i>"The reputation of your brand is your currency, the brand value, it's massive" Pavlidou</i>	➤ Brand currency
	CSR Positioning	<i>"Our vision is based on Bruntlands definition for sustainable development" Halling</i>	➤ Fully positioned on sustainability
Stakeholder Characteristics	Issue Support	<i>"Many other actors are communicating about biodiversity during the same period" Halling</i>	➤ Hot topic
	Stakeholder Types	<i>"You have to identify who is the opinion leaders for your brand, it's not the same for every brand" Pavlidou</i>	➤ Opinion leaders of your brand

Table 5 showing the framework for analysis regarding the Contingency Factors.

Communication Outcomes

Main theme from the conceptual framework *	Sub- themes	Exemplary quotes	Codes
Perceptual Outcomes	Awareness Attitudes Attributions Identification Trust	<p><i>"The campaign was perceived well by all stakeholders since it highlighted a topic that seemed to resonate with everyone" Halling</i></p> <p><i>"Farmers don't want us to compare a KRAV certified farm with a convectional farm" Halling</i></p>	<ul style="list-style-type: none"> ➤ Improved attribution ➤ Improved attitudes ➤ Trade-off between interests
Behavioral Outcomes	Customers Consumers Employees Decision makers	<p><i>"We've seen that the campaign has increase the conceivability to try KRAV and the willingness to pay for KRAV" Halling</i></p>	<ul style="list-style-type: none"> ➤ Increased loyalty

Table 6 showing the framework for analysis regarding the Communication Outcomes.

Appendix 4: Popular Science Summary

Communication of Corporate Social Responsibility

This study has created a best practice recommendation for companies when communicating their Corporate Social Responsibility. Corporate Social Responsibility (CSR) covers environmental, social, and financial issues. Companies should consider all of them but can choose to support one more than the other. An example of a social issue is poverty, in which a company could donate a portion of their sales to programs helping people out of poverty. An environmental issue is emission of greenhouse gasses. To deal with this issue, a company could

reduce their travels or switch to a more environmentally friendly solution like electric cars or bicycle. It is also important for the company to take their financial responsibility to maintain their business and pay salaries to their employees. Therefore, companies also need to create profit by market their products and get people to purchase their products. Companies work with CSR because it's required by the public, but they also want their investment to give something back to the corporation. The return that the company get can be provide by stakeholders in several ways. One stakeholder group that could show their support are new employees. New employees could choose to seek employment at the company after they have heard about the company's engagement in CSR. Other stakeholders are consumers who start purchasing more products from the company since they want to contribute to the companies CSR initiatives. The findings of this study show that companies should choose issues that are related to the company's business, but also consider which issues that have they highest concern among the public. This study analyzed a CSR campaign by KRAV who is a label for organic food. Their campaign highlights our planets reduction of pollinating bees. These pollinating bees are crucial for many plants and animals' survival, thus also important for us to get food on our plates. KRAV have a long-term dedication to organic food and tackling environmental issues, thus their support to bee pollination appears authentic. Authenticity is key when communicating CSR and stakeholders tend to be skeptic when companies seem to only engage in CSR to gain profit. On the other hand, the theory and results show that stakeholders understand that company's need to make profit and they should therefore be transparent about that matter. This is a delicate balance which could be solved by a long-term focus on a specific CSR area. A long-term dedication to an issue that is connected to the company's values and beliefs are suggested both by the theory and results in this study. The company's reputation is further suggested as important to succeed with the CSR communication. The reputation is also built over a long period of time and can be torn down over a night. Therefore, companies need to safeguard their reputation and make sure that their communication appear authentic. Finally, companies should involve their stakeholders in the CSR communication. If the company can make their consumers and employees to advocate for the companies CSR activities, that's the holy grail.