

Social Media and Green Marketing Strategies

An exploratory study of selected leading companies

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Abstract

Social media has become the most popular communication channel. Large amounts of information flows are being exchanged between users. The information shared on social media is seen as more reliable than the information found on traditional media. Companies have already incorporated social media as one of their communication channels. However, the evolution of social media has occurred in such a brief period that companies are uncertain of the appropriate amount to invest in these technologies. The percentage invested on an average marketing budget for social media in companies still accounts for less than 1%. Within companies' marketing strategies, green marketing constitutes the focus that companies use to promote their green products and sustainability initiatives. The results from the research of this thesis showed that companies are using various communication channels to expose their commitment with social and environmental challenges. Websites contain detailed information about companies' sustainability profiles, so they have become the main channel of information between companies and stakeholders. Second to these websites Facebook, Twitter, and YouTube are the social media channels that also depict a glimpse of the sustainability strategies that are detailed on companies' websites. Social media is being used to increase reliability of companies' sustainability claims through the use of pictures, videos, and other hypermedia that support companies' taking actions in real life activities. Moreover, corporations have come to the realization that not all social media platforms are suitable for engaging stakeholders in longer sustainability discussions. Corporations have instead started to create sustainability blogs within their websites to encourage higher levels of engagement within their various stakeholders. Yet companies still rely on a high information push on social media, which leaves a large floor to develop further strategies that can encourage people to join initiatives that urge a stronger commitment with sustainability.

Keywords: social media strategies; green marketing; sustainability; corporate sustainability; strategic corporate social responsibility; sustainable consumption

Executive Summary

Social media has recently become the communication channel of choice in people's everyday lives. Large amounts of information are being exchanged between users, and the information shared on this media is seen as more reliable than the information found in traditional media. Social media has contributed to move the socio-cultural system towards a more democratic future. It has increasingly caused citizens to actively participate in initiatives to cope with the social and environmental challenges, thus raising awareness of the challenges we face today. In addition people are using social media as a channel to investigate companies' social and environmental performances and even sometimes push them to enhance their practices. Social media is also being used as a platform where people share environmental tips, talk about the current environmental challenges, and even sometimes admit to difficulties when it comes to adopting new environmental behaviors.

Companies have already incorporated social media as one of their communication channels. However, the evolution of social media has occurred in such a brief period that companies are uncertain of the appropriate amount to invest in these platforms. The percentage invested on an average marketing budget for social media in companies still accounts for less than 1%. Within companies' marketing strategies, green marketing constitutes the focus that companies use to promote their green products and sustainability initiatives that show their commitment with the current global challenges. This thesis focuses on the exploration of these green marketing strategies that are being launched in the different social media platforms used by companies.

The results from the research conducted showed that companies are using different communication channels to show their commitment to social and environmental challenges. Websites contain the higher detailed information about companies' sustainability initiatives; they have become the main channel of information between companies and stakeholders. Also, many companies are promoting initiatives on their websites that encourage sustainability in a holistic approach. These initiatives are related not only to the company's core business activities, but also to the effects that ripple off its operations. For instance, Volvo Trucks is not only focusing on the trucks but is trying to look at the truck industry as a whole, as an integrated part of society. More information on the websites relates to the use of ecolabels, for instance, "Green Premium" by Schneider Electric and "Philips Green Logo". Both companies justify the better environmental performance of ecolabeled products. Companies also use websites to promote its ecobrand, for instance, "Natura EKOS" by Natura Cosmeticos and "Conscious Collection" by H&M.

Along with websites, social media channels such as Facebook, Twitter, and YouTube also portray a glimpse of the sustainability strategies that are detailed on companies' websites. Facebook is a semi-formal dashboard where companies share different messages and hypermedia that support the statements contained on its websites. It also contains hyperlinks to other articles related to companies' core businesses. In relation to sustainability strategies, Facebook supports this with links to hypermedia – pictures, videos and other links of relevant articles – that can support companies' actions in real life events. In addition, companies use Facebook to promote their green products, also referred to as lower environmental impact products. Some companies do promote their green products on Facebook, however, in some cases there was an observed lack of information provision on the attributes that allegedly make that product have a better environmental performance. Twitter is a channel that is mainly used to share news about companies' sustainability strategies: promote green products, convene people to join sustainability events, and provide links to hypermedia that support companies' sustainability strategies. Although companies are using Facebook and Twitter

trying to engage consumers by posting some questions related to the company and product preferences, companies themselves do not get involved in larger discussions in these channels. YouTube enriches the content of the information provided on companies' websites and other social media. Companies have created playlists to show videos that emphasize their sustainability strategies through interviews to environmental managers or project developers, provide interactive presentations that explain the sustainability initiatives, and some others are videos that show companies' sustainability events. For instance, Electrolux's video "Vac from the sea" is an informative and promotional video that describes the problem of accumulation of plastic in the oceans, and how Electrolux designed a line of vacuum cleaners from recycled plastic for the oceans. YouTube is also being used as a funnel to redirect visitors to the other official social media profiles of companies. Furthermore, some companies are also trying to incorporate initiatives that engage people in social media, and have effects on real life. For example, Panera's Food Chain Reaction request people to invite friends on Facebook to join in a circle, and for each completed circle Panera will donate a bowl of soup to Feeding America. Other types of sustainability initiatives are using mobile apps to create environmental awareness. Volkswagen launched a game based on its sustainability initiative "Think Blue", where the winner is not the one who arrives first in the race, but the one who looks and thinks ahead and drives in the most eco-efficient way. Other mobile apps promote environmental awareness in energy efficiency systems such as "Philips Hue" that provides an alternative with lighting system in homes controlled from a smartphone or a tablet. However, overall social media is mostly being used to increase reliability of companies' sustainability claims through the use of pictures, videos, and other hypermedia that substantiate companies in real life activities.

The existence of blogs created by people and not by entities – such as companies or other organizations – has been increasing. This is another type of social media platforms that are not directly controlled by companies, and provide reviews from other actors – such as individuals, civil society, NGOs, governments, and other institutions. The content of blogs is created by outsiders that can confirm or disclaim companies' actions. Companies have noticed that blogs have become a more appropriate social media platform to expand on discussions about sustainability with its stakeholders, and some of them have already created blogs within their websites. For instance, Schneider Electric's blogs about energy solutions, technology solutions, and vertical solutions; and Electrolux's blog called "The Future InSight Blog" that provides information for consumers related to the efficient use of products.

In general, companies see social media as a channel to raise awareness on what the social and environmental challenges are, and what are the solutions that can be taken. Companies regard social media, as a communication platform where they can interact with individuals that otherwise would be difficult to reach. Companies have come to the realization that they need to provide simple, clear, and easy solutions for people to incorporate sustainability in their everyday lives; social media is seen as a convenient platform to show to people the opportunities that are available to do so. However, corporate social media strategies are still quite new, even for multinational and transnational corporations. There is strong evidence that suggests that the evolution of social media has occurred in such a brief period of time that companies are uncertain on the time and resource investment of this media. Social technologies have the potential to initiate dialogue between companies and its various stakeholders. Companies are learning how to engage themselves in the social media world. To a large extent social media has become a push for companies to consistently share more information about their practices and operations. Yet companies still rely on a high information push on social media, and lower information pull from its stakeholders leaving a large gap to develop further strategies that can encourage people to join and participate in initiatives that promote sustainability.

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Abbreviations

B2C- business to consumer
C2C- customer to customer
CCC- consumer-to-consumer communication
CGM- consumer-generated media
CDP- carbon disclosure project
CSR- corporate social responsibility
DO- denomination of origin
EPR- extended producer responsibility
GHG- green house gas
GRI- global reporting initiative
IG- inter generational
LCA- life cycle assessment
MBI- market based instrument
QOL- quality of life
P2P- peer to peer
ROI- return on investment
UGC- user-generated content
WOM- word of mouth

1 Introduction

Social technologies have become the most adopted communication channel in today's society. Millions of people have adopted new behaviors around social technologies such as gathering in online communities, creating and transmitting information, conducting social activities on the Internet, and even organizing political activities (Bakardjieva, 2009; Stolle, Hooghe, & Micheletti, 2005). These many social media attributes have encouraged its popularity and preference among users. Consumers are now regarded as active co-producers of value, who transform commercial information into cultural stories that are relevant to their community members (Kozinets et al. 2010; Chui et al. 2012). User generated content (UGC) has reversed the function of traditional mass media, where companies used to push messages to the audience (Bowman, Westerman, and Claus 2012). Now, the audience is seen as an integral partner in the creation and distribution of content (Bowman, Westerman, and Claus 2012). Moreover, social media has the potential to spread out information at viral velocity *infecting* people with a determined message (Kaplan & Haenlein, 2011; Phelps, Lewis, Mobilio, Perry, & Raman, 2004). Various attributes have been highlighted for social media compared to traditional use of media (Trusov, Bucklin, and Pauwels 2009; Smith et al. 2007). For instance, it reinforces a high degree of message integrity (Bampo et al. 2008). Social media has also served to broaden the reach of word of mouth (WOM) communication (De Bruyn and Lilien 2008; Van der Lans et al. 2010; Smith et al. 2007).

Furthermore, social technologies have served to approach public issues and get involved in civic activities that are immerse in everyday life (Bakardjieva, 2009; Stolle et al., 2005). Ferretti et al. (2010) state that the Web 2.0 has contributed to help the socio-cultural system move towards a more democratic direction. Social media is increasingly being used to trigger citizens to actively participate in social and environmental challenges, thus raising social and environmental awareness of the current challenges. People have used social media as a channel to, for instance, investigate companies' social and environmental conditions and even push them to enhance their practices (Linich, 2013; Stolle et al., 2005). Social media is also being used as a platform where people give environmental tips, talk about the current environmental challenges, and even sometimes admit to difficulties when it comes to adopting new environmental behaviors (Haider, 2012). For instance, blogs are a social media tool that have engaged users in talking about their environmentally friendly lives, where people can expand on the information content of certain tips or advices (Haider, 2012). Bakardjieva (2009) suggested that the Internet has the potential to become a way of political sub-activism to change people's lifestyles.

On the other hand, companies want to be perceived as sustainable corporate citizens. They have incorporated several marketing strategies to support their commitment with the environment. They have joined initiatives such as global reporting or ecolabeling schemes that helps to promote an environmentally aware culture (Ball, 2002). Also, legislations have exert corporations to adopt environmental management systems (Haegeman, Cagnin, Könnölä, Dimitrov, & Collins, 2012; Jenkins & Yakovleva, 2006; Mohr, Webb, & Harris, 2001). Corporate social responsibility (CSR) strategies have helped to map the social and environmental impact of companies (Jenkins & Yakovleva, 2006). These companies are using social media to detail their CSR strategies on websites, and to share sustainability reports, social campaigns, and partnerships with NGOs. These social campaigns show engagement with the community, and the partnerships with NGOs can support companies' social and environmental challenges (Jenkins & Yakovleva, 2006). Meanwhile, companies are increasingly using social media to engage with stakeholders (Chui et al., 2012; Divol, Edelman, & Sarrazin, 2012; Haegeman et al., 2012; Nielsen, 2012). Information disclosure has become a requirement to support legitimacy of companies' behaviors. Individuals, civil organizations,

and NGOs have raised awareness of corporations' behavior, exposing the actions of companies overseas through social media. These groups have spread out the word and have intensified pressure on companies and governmental institutions to clean the industries and adopt better practices (Stolle et al., 2005).

As part of the CSR strategies, green marketing initiatives have become more popular. (Jenkins & Yakovleva, 2006) suggest that green marketing strategies have emerged as part of the environmental disclosure from CSR initiatives. Therefore, companies have adopted social and environmental top-down initiatives to be perceived as sustainable entities. However, social media brings to companies the possibility to incorporate bottom-up initiatives that can give the empowerment to citizens to make better decisions by providing adequate information (OECD, 2012). In today's consumer decision journey the information *pull* coming from consumer driven marketing seizes a significant control that has become increasingly important (Petkovska Mirchevska & Markova, 2011). Information such as active evaluation phase (Divol et al., 2012), WOM recommendations from acquaintances (Van der Lans, Van Bruggen, Eliashberg, & Wierenga, 2010), in-store interactions, as well as recollections of past experiences are part of consumer driven-marketing (Petkovska Mirchevska & Markova, 2011). Moreover, researchers have proposed that consumers have the power to influence the political arena preferring certain products over others, and even boycotting products from companies with unacceptable social and environmental practices (Stolle et al., 2005). These theories on changing people's behaviors, attitudes, and practices can be substantiated by the contribution of companies promoting more environmentally friendly products. Political consumerism is seen as a form of activism (Stolle et al., 2005) that provides evidence to support consumer behavior as a political tool (Bové & Dufour, 2001).

Although social media is recognized as the most popular medium today, research about its interface with sustainability issues is still scarce. Most of the available information appears in professional and technical periodicals (De Bruyn & Lilien, 2008; Kent & Taylor, 1998; Van der Lans et al., 2010; Yang, Yao, Ma, & Chen, 2010).

1.1 Research problem

The research for this thesis focuses on the following question:

RQ₁: "How do companies use social media to promote their green marketing strategies?"

Contributions to the answer of the research question will be presented in Section 5.2 with a focus on the following objectives:

- Identify the social media channels that are most used by companies;
- Describe, compare, and contrast the social media use of these companies;
- Define the existing trends related to corporate social media strategies; and
- Utilize the knowledge acquired through the research to draw conclusions onto the use of social media to promote sustainability strategies.

1.2 Justification for the research

There are three generic approaches that can contribute to reducing the environmental impacts embedded in systems of production and consumption. The traditional top-down approach is best represented by policies, standards or regulations imposed by governments (Haegeman et al., 2012; Mohr et al., 2001). The second one comprises voluntary environmental initiatives, which include certification schemes and guidelines that promote more sustainable corporate practices. For instance, certification schemes such as the UN Global Compact; ISO 14000;

ISO 26000; Global Reporting Initiative (GRI) Guidelines on Sustainability Reporting; and OECD Guidelines for Multinational Enterprises. Although, these guidelines are voluntary and not legally enforceable, they have nonetheless helped companies to implement more sustainability strategies within their operations. The third is a bottom-up approach, since it is related to the individual level of choices. Bottom-up initiatives are based on the individual choice to reduce energy consumption and have lately gained more popularity e.g. promote local and organic products, reduce meat consumption, avoid the use of car and walk or bike, use public transportation, segregate and recycle trash, purchase products with ecolabels, and use second hand shops, to mention a few. These are individual decisions that reduce people's environmental impact.

There are several obstacles to changing peoples' behavioral patterns. One major obstacle is to make them realize that the everyday life actions have a direct impact on the environment. Many people do not have a clear link on how their everyday actions cause an ecological impact (Lin & Huang, 2012). Stern (2000) proposed that environmentally significant behavior be classified from an intent-oriented or an impact-oriented perspective. An intent-oriented approach measures the willingness to enhance the environmental conditions (Stern 2000). On the other hand, impact-oriented initiatives are for instance the individual carbon and water footprint initiatives (UNESCO, 2012) that provide a carbon calculator to measure the impact of an event or a thread of events. Making clearer to people the relation between their actions and the environmental impact. Other obstacles related to changing people behaviors, are the contextual factors that can restrain individual's abilities and opportunities. Poortinga et al. (2004) explained this variable in the change of environmental behavior affected by the concept of quality of life (QOL). People tend to associate the acceptability of adopting certain environmental practices to the extent where energy saving measures do not clash with their values (Poortinga et al., 2004).

Companies have started promoting sustainability strategies on the different communication channels that they are active in. They have been incorporating the use of social media platforms to promote their green products and sustainability strategies with the aim of helping to draw clearer insights between people's everyday life and their overall environmental impact (Fujii, 2006; Poortinga et al., 2004). Therein lies the reason for this study, whose aim is to analyze companies' social media and green marketing strategies.

1.3 Methodology

Researchers from many disciplines are interested in conducting studies on the interface between scientific research and management practice (Swanson & Holton, 2005). Organizations are dominant actors in today's society who mediate the majority of social interactions, and this has caught the attention of researchers and practitioners (Swanson & Holton, 2005).

This thesis follows an inductive reasoning with theory building that takes place through qualitative research methods that offer the ability to access insights of complex social processes that quantitative data cannot easily reveal (Eisenhardt & Graebner, 2007). The focus on this qualitative research approach is to develop the understanding of the use of social media by sustainability leading companies in two steps: 1) field observations as secondary data, and 2) interviews as primary data.

1.4 Outline of the report

Chapter 1 justifies the relevance of social media as a research topic, provides a general background to the topic, describes the research question, and briefly mentions the methodology that is followed in this thesis.

Chapter 2 provides the literature review on three areas: 1) Social Media (Web 2.0, online WOM, viral marketing, UGC, social media classification, mobile social media, impact on consumers, relevance for companies, and contentious issues); 2) Green Marketing (green marketing history, classification, ecobranding, and benefits of social media in green marketing); and 3) The Clash of Social Media and Green Marketing Promoting Sustainability Strategies (environmental behavior, and sustainable lifestyle within social media).

Chapter 3 describes the methodology for the research. Phase one- consists on the description of the literature review. Phase two- describes the fieldwork of the research, divided into field observations and interviews. And Phase three- details the analysis and interpretation of the data collected in phases one and two.

Chapter 4 presents the analysis and interpretation on the findings gathered through the observations and interviews. The results are divided into the categories: Websites, Facebook, Twitter, YouTube, Pinterest, Foursquare, Mobile applications, and Blogs and NGOs.

Chapter 5 specifies the main findings and answers the research question. It provides the conclusions of the research, and the implications for theory, policy and practice, methodology and further research.

1.5 Delimitations of scope and key assumptions

The study focuses on sustainability leading medium-large size companies that follow under the categories of: 1) housing, 2) eating, 3) moving, or 4) shopping. These four categories represent an umbrella for the everyday life activities that are addressed in sustainable consumption initiatives (OECD, 2002; Tukker et al., 2008). Only companies established in OECD countries are considered. Since emissions from OECD countries with a 22% are still greater than the 15% in non-OECD countries (IEA, 2008). There is a strong focus for the research on large-sized multinational companies given the fact that 1) they tend to have a higher observation from different groups and institutions, therefore more pressure for adopting better practices is given; and 2) they are usually forerunners in sustainability performances, compared to medium and small sized companies. In addition, there is a greater access to information available on the Internet from these entities. The companies considered should preferably have a business-to-consumer (B2C) approach, since these types of companies tend to have a higher influence on consumer behavior (Poortinga et al., 2004; Tukker et al., 2008). The companies considered for this study are listed in green or sustainability rankings Dow Jones Sustainability World Index (DJSWI), Newsweek Green Rankings 2012, 2013 Global 100 list, Greenpeace's Guide to Greener Electronics, 2nd Annual Best Global Green Brands Report; in brand positioning rankings Accenture Brandz 2012, and Interbrand Best Global Brands 2012; and lastly, in the Top 10 Social Media. Moreover, the social media platforms that are analyzed are companies' websites, Facebook, Twitter, YouTube, Pinterest, Foursquare, iTunes App Store, blogs, and articles found in Greenpeace and TreeHugger.

Finally, the limitations that comprise this study underline the youth of social media theories that mainly provides recent theories. Several studies around social media are still being

studied (Haegeman et al., 2012; Smith, Coyle, Lightfoot, & Scott, 2007). Also, the majority of quantitative studies that can be representative come from consultancy reports (Chui et al., 2012; Divol et al., 2012; Nielsen, 2012; Roncaglia, 2009) and less from the academic side. And lastly, the dynamism of social media (Gummesson, 2002) can cause a lost of relevance of the social networking sites (SNS) analyzed in this study .

2 Literature review

2.1.1 Social Media

Social technologies have overcome any other previous communication channel (Kreijns, Kirschner, & Jochems, 2003; Lance Bennett & Iyengar, 2008; Wellman, Haase, Witte, & Hampton, 2001). Thousands of people have now adopted new behaviors around social media – gathering in online communities, creating and transmitting information, conducting social activities in the Internet, and even organizing political activities (Bakardjieva, 2009; Stolle et al., 2005). Indeed, social technologies are seen as desintermediators of commercial relationships transforming traditional business models (Chui et al., 2012).

Companies are increasingly using social media to engage with stakeholders (Chui et al., 2012; Divol et al., 2012; Haegeman et al., 2012; Nielsen, 2012). To begin with, social media gives them the possibility to deliver up-to-date and real time information and to provide finer segmentation categories for users, showing them only information they are interested in. The way social media operates in accordance to social technologies is done similarly to most basic human traditions: form groups, share information, communicate interesting content, enjoy entertainment (Chui et al., 2012). These attributes – among others – have given a boost for social technologies to get immersed in people everyday lives.

The time spent on social networking sites has increased to such an extent that it makes up the largest share of the time that users spend browsing through the Internet (Chui et al., 2012; Roncaglia, 2009). Trends show that both the number of people visiting social networking or blogging sites, and the time they spent on these sites is growing at a rate of more than three times (3x) faster than the overall Internet growth (Roncaglia, 2009). Moreover, the media user audience has not only grown within the younger generations. The social media audience of people between 35-49 has increased by the largest percentage causing a change to a broader and older audience (Roncaglia, 2009). This difference in demographics of users has been discussed in theories explaining interactions among individuals (Burt, 2005; De Bruyn & Lilien, 2008). De Bruyn & Lilien (2008) and Burt (2005) agree that demographic differences create a more unique and valuable information message for recipients.

There are a great number of recent studies related to social media theories. However, in order to understand the literature it is important to draw the thin line that divides social media from social networking sites (SNS), while these two concepts are often confused. Social media is a strategy for broadcasting often used by entities such as companies or institutions to communicate with stakeholders (Chui et al., 2012; Divol et al., 2012; Haegeman et al., 2012; Nielsen, 2012); whereas social networking sites (SNS) are a tool and a utility that can be used to support the social media strategy by connecting people (Boyd & Ellison, 2007). There are various definitions for social media, however, they tend to have similar components: Web 2.0 applications, user-generated content (UGC), and word of mouth (WOM) communication between users (Boyd and Ellison 2007; De Longueville 2010; Kaplan 2012). According to Boyd and Ellison (2007) social media is:

“[a] set of online services that support the production of user-generated content, often based on templates, interaction between users and the compiling of a social network to support communication and which is tied to a node in the form of a profile or a document.” (Boyd and Ellison 2007)

Kaplan and Haenlein (2010, p. 61) defined social media as:

“[a] group of Internet- based applications that build on the ideological and technological foundations of

Web 2.0, and that allow the creation and exchange of User Generated Content". (Kaplan and Haenlein 2010, p. 61)

There are some other definitions that describe social media as a way to approach public issues and get involved in civic activities that are immerse in the everyday life (Bakardjieva, 2009). Bakardjieva (2009) describes social media as a way of leading people to initiate a way of subactivism, where everyday actions can support political and ethical behaviors, stating:

"[it] is not about politics in the strict sense, but about personal empowerment seen as the power of the subject to be the person they want to be in accordance with his or her reflexively chosen moral and political standards" (Bakardjieva 2009, 96).

Although social media is recognized as the most popular communication channel of today, the availability on theoretical frameworks for its analysis is still scarce. Since many of the available information appears in professional and technical periodicals (De Bruyn & Lilien, 2008; Kent & Taylor, 1998; Van der Lans et al., 2010; Yang et al., 2010).

Web 2.0

Since the 1990s some studies have tried to analyze the use of World Wide Web (WWW) communication theories (Allen, 2012). Kent & Taylor (1998) explained the link between the WWW with the online dialogic communication. Their theory referred to the exchange of ideas and opinions between individuals who engage in dialogue, without the need to come into an agreement (Kent & Taylor, 1998). Fu & Pirolli (2007) suggested that the WWW became a domain that opened the possibility for psychological, anthropological, and sociological study of complex everyday human cognition. Several propositions to create dialogic relationship with publics that has been used for later applications on the Web 2.0 include: *first* the dialogic loop – allow feedback from audiences; *second* the usefulness of information – sites should include information of general value to the entire public, the generation of return visits (RV); *third* sites should be dynamic enough to contain features that make them attractive to repeat visits such as up-dated information, new commentaries, changing issues, online question and answer (Q&A) sessions, and online experts to answer questions; *fourth* the intuitiveness/ ease of interface – sites should be easy to figure out and understand; and *fifth* the rule of conservation of visitors – sites should include only essential links with a clear path to return back to the site (Kent & Taylor, 1998).

Theories around the adoption of the Web 2.0 services have increased. These studies described the non-existing-before features that Web 2.0 carried on with its appearance. Many authors agree upon the development that Web 2.0 suggests as an enhanced version of the World Wide Web, with most significant characteristics being user-generated content (UGC), interoperability, modularity, and the social dimension for the creation and sharing of information (Boyd & Ellison, 2007; De Longueville, 2010; Kaplan, 2012). According to Kaplan & Haenlein (2010) Web 2.0 transformed the use of Internet into a network platform supported by different applications that encourage the creation of collaboration communities. These new features have been supported by technological developments that support a more sophisticated communication channel that provides an ubiquitous space for opinions, hypermedia, HD videos, blogs, podcasting, wikis, and news feeds affecting the structure of consumers' communication (Corrocher, 2011; Kent & Taylor, 1998; Lau & Liao, 2012). These new features have given the Web 2.0 enhanced features that have increased the time people spend browsing on the Web.

There are large sets of benefits that the literature mentioned Web 2.0 has brought. For instance, the Web 2.0 has provided accessibility, reach, and transparency to institutions and

individuals (Bampo, Ewing, Mather, Stewart, & Wallace, 2008), contributing to help the socio-cultural system to move towards a more democratic direction (Ferretti et al., 2010). It suggests a fairly large potential for reshaping policy processes based on a bottom-up approach, which in turn is based on collaborative spaces of knowledge rather than the traditional top-down approach (Haegeman et al., 2012). Moreover, several benefits of the Web 2.0 are yet to be discovered (Haegeman et al. 2012; Chui et al. 2012).

Online word-of-mouth (WOM) communication

De Bruyn & Lilien (2008) stated that since the 1950s researchers have given evidence that the informal exchange of information and personal conversations – so-called WOM communication – not only influences consumers purchasing decisions, but the whole consumer attitudes during the purchasing cycle. They mentioned that attitudes towards consumer expectations, pre-usage attitudes, and even post-usage perceptions of a product or service are also shaped by WOM communication (De Bruyn & Lilien, 2008). Smith et al. (2007) mentioned that people tend to pass along information that they consider both unique and trusted. Roncaglia (2009) suggested that increasing trust on the information that is communicated from companies to consumers is crucial in these days to disassociate the term ‘false’ that has been most closely associated to traditional advertising. The use WOM communication builds-up trust that people have on their relatives or friends, rather than information coming from traditional mass media (Beck, 2007; Chung & Austria, 2008; Phelps et al., 2004; Smith et al., 2007; Trusov, Bucklin, & Pauwels, 2009). This characteristic of raising trust among people constitutes the main attribute that WOM communication has brought into social media.

There is a large amount of literature related to online WOM communication. Some authors have pointed out the different topics discussed in the literature. For instance, De Bruyn and Lilien (2008) clustered the literature related to WOM in three major topics, and with a focus on a consumer perspective basis. Other authors refer to the usefulness for marketers to generate positive WOM. Customer-to-customer communication (CCC) strategies (Kozinets, De Valck, Wojnicki, & Wilner, 2010) are focused on finding influential individuals in social networks, and creating ways to connect them with other individuals. Prior to this, the people that were considered influencers were mainly opinion leaders who were similarly used as seeders for marketing strategies. However, findings show that WOM influence does not necessarily come from influential elite individuals (Smith et al., 2007). Rather, these days most people are to a certain extent connected to others interested in the same topics whose influences are diffused (Smith et al., 2007). Therefore, extant WOM theory indicates that consumers are now regarded as active co-producers of value, who transform commercial information into cultural stories that are appealing to their community members (Chui et al., 2012; Kozinets et al., 2010).

There are some theory gaps that have been mentioned by some researchers. De Bruyn and Lilien (2008) define four main gaps. 1) The strong focus on successful influence upon the decision-making process, fundamentally standing as reports to the positive effects of WOM (Kent & Taylor, 1998; Van der Lans et al., 2010; Yang et al., 2010). 2) The foci of the studies are mainly recipients who were indeed seeking information on products. While these studies contribute to a better understanding on consumers seeking out for information, they preclude the inclusion on why WOM might be less influential in certain cases (De Bruyn & Lilien, 2008). 3) In most cases data for these studies is collected retrospectively, which might preclude to erroneous post-interpretations (Briones, Kuch, Liu, & Jin, 2011; Patino, Pitta, & Quinones, 2012). And 4) nearly all of the studies focus on the final outcome of the WOM communication, meaning whether or not the consumer bought the product rather than

focusing on the whole decision-making process (Bampo et al., 2008; Trusov et al., 2009). These gaps can lead to a lack of understanding how WOM affects purchasing decisions.

Viral marketing

One of the features caused by online WOM is the potential to generate viral marketing. The term viral marketing seems to have been coined by the venture capitalist Steve Jurvetson in 1996 referring to the marketing strategy of free email service Hotmail (Bampo et al., 2008). Other terms are used also to refer to viral marketing: word-of-web, customer-to-customer (C2C), peer-to-peer (P2P), and buzz marketing.

Viral marketing has caught the attention of private and public entities. The standard viral marketing definition is based on the analogy of the spread of infectious disease (Watts & Peretti, 2007). It is based on choosing a number of individuals as seeds to spread out a message by infecting their friends, who later on infect more than one person, and this leads into an exponential growth on the number of infected people – as an epidemic disease (Watts & Peretti, 2007). Van der Lans et al. (2010) state that viral marketing is an online marketing communication tool with the potential to reach many costumers in a short period of time. It constitutes a potential for companies to distribute advertising messages to millions of individuals based in WOM communication strategies (Trusov et al., 2009). Also, viral marketing provides access to marketers into a more intimate and personalized medium for messages deliver, growing the potential for reaching “hard-to-get” audience members (Bampo et al., 2008). Viral marketing strategies can harness their influence through social media technologies, while there is an already captive community for the transmission of a marketing message (Kaplan & Haenlein, 2011).

Numerous advantages have been highlighted for viral marketing compared to traditional use of media (Smith et al., 2007; Trusov et al., 2009). For instance, besides the speed of diffusion there is a reduced likelihood for the message transmitted to be altered by the senders, reinforcing a high degree of message integrity (Bampo et al., 2008). Three different areas of the literature related to viral marketing literature are identified as follows.

First, studies that show which attributes should be used to trigger a greater effectiveness of a viral marketing campaign. Bampo et al. (2008) mentioned that the characteristics of the message that play an important role on the likelihood to share the message are creativity execution, average number of active connections, and average number of transmissions. Berger & Milkman (2012) – based on a psychological approach – explained why certain messages are more viral than others. They found that that virality is to a certain extent driven by physiological arousal. Content that evokes high-arousal emotions either positive (e.g. awe) or negative (e.g. anger or anxiety) tends to be more viral. Whereas a low-arousal emotions content is less viral. Besides, variables such as how surprising, interesting, or practically useful content that the viral message contains are also positively linked to virality (Berger & Milkman, 2012).

Second, studies related to the relevance of the seeding process. Watts and Peretti (2007) justified that big-seed marketing can improve advertising yields at low costs. In their results viral campaigns with a reproduction rational greater than 1 are considered success (Watts & Peretti, 2007). Although, they also mentioned other tools that marketers can use to increase the reproduction factor, such as intuitive social-sharing tools on websites (Watts & Peretti, 2007). Seeding process studies are directly related to the *third* type of studies in the literature that explain: how to thrive the reach of viral campaigns. Furthermore, Bampo et al. (2008) state that the reach of a viral campaign is proportional to the number of seeds used. Hinz et al. (2011) mentioned that not necessarily well-connected people have a higher influence

compared to less well-connected people for seeding strategies. Besides online seeding strategies, Van der Lans et al. (2010) mentioned that offline seeding is sometimes considered for viral strategies. However, it seems to be less effective than online seeding, while individuals do not have the immediate access to the campaign, plus, it is difficult for marketers to trace the effectiveness of this type of seeding. Overall, the main challenge of viral marketing is to achieve enough seeds to extend the message, and reach the epidemic threshold (Bampo et al., 2008), which is the impact caused by the activation effort, and forwarding to achieve the marketing objectives – without the unnecessary expense and negative impact of flooding the target population.

Lastly, there is another type of literature that relate to the inexistence of principles for designing a viral marketing strategy. Yang et al. (2010) proposed in their study a method to spread viral marketing based on simulations for marketing general products targeted to non-specified users have been conducted. They suggested that the positions of the initiators in the network, the number of users, and the average activation probability of users, as major factors for the contribution to a viral marketing effect. Viral marketing offers the possibility for marketers and psychologists to obtain and monitor large databases on customer behavior for further studies (Bamberg & Möser, 2007; Berger & Milkman, 2012; Van der Lans et al., 2010).

User-generated content (UGC)

UGC is defined as any material created and uploaded to the Internet by amateur contributors (IAB, 2008). The different kind of contents generated by users is correlated to the social media platform where the information is created. According to the OECD (2007) UGC needs to fulfill three conditions to be called so. *First*, it needs to be public, either on a public website, or on a social networking site with access to a group of people. *Second*, it needs to show a contribution to creativity and effort. *Third*, it needs to have been created outside of the professional and business practices. Although some businesses also refer to UGC as consumer-generated media (CGM) (Nielsen, 2013; Onishi & Manchanda, 2012; Yoo & Gretzel, 2011); the principles on the main components of what can be classified as UGC also apply to the CGM definition.

UGC has broken the function of traditional mass media, where companies only pushed messages onto the audience (Bowman, Westerman, & Claus, 2012). Now, the audience can be seen as an integral partner in the creation and distribution of content (Bowman et al., 2012). Supported by technologies such as blog, podcasting, wikis, and newsfeed consumers shifted from being merely consumers to potential producers “...[f]rom a spectator to an actor” (Ferretti et al., 2010). The rapid increase on high quality affordable technology and the popularity of social networks, have altered how audiences interact in the Internet, and how marketers reach those audiences (IAB, 2008). Several proposals related to the effectiveness on the use of UGC for advertising, highlight the attitude that advertisers must play in adopting the role as just another participating voice (IAB, 2008). Advertisers must become a part of environment where consumers observe their ads, they must be prepared to talk *with* consumers, not *to* consumers; ceasing a degree of resistance of the control over their brands (IAB, 2008).

Social media classification

There are various classifications for social networking sites (SNS). Boyd and Ellis (2007) classified SNS according to the features of interests and practices that they offer. Another category is to classify social media according to the level of involvement, and cognitive demand that users are willing to utilize (Bowman et al., 2012). The compatibility between users' needs and behaviors plays an important part to the intensity of sharing between users; video sharing and social networking services (Corrocher, 2011). While demographics such as age, education, and IT abilities also play an important role (Corrocher, 2011; De Bruyn &

Lilien, 2008). Different SNS fulfills individual's needs according to the different levels of user involvement (Kaplan & Haenlein, 2010). For instance, there are users that tend to be more passive than active, this, because every activity demands time and conscious effort (Hutton & Fosdick, 2011). According to Hutton and Fosdick (2011) the large majority of individuals prefer to use social media for activities that demand less conscious effort. Various platforms such as Facebook, YouTube, Twitter, Word Press, LinkedIn, Pinterest, and Google+ allow users to interact, create, share, exchange and comment on different topics in virtual communities. There are not a large number of theories around social media classification. Possibly derived from the recent emerging technologies and the dynamism of this medium. However, the few authors that have categorized social media based the classification on the social presence/media richness and self-presentation/self-disclosure [see Table 2-1].

Table 2-1 Social media classification

		Social presence / Media richness		
		Low	Meddium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g. Facebook)	Virtual social worlds (e.g. Second Life)
	Low	Collaborative projects (e.g. Wikipedia)	Content communities (e.g. YouTube)	Virtual game worlds (e.g. World of Warcraft)

Source: (Kaplan & Haenlein, 2010)

Social media is divided depending on peoples' needs. Kaplan and Haenlein (2010) classified social media according to the social media presence/or media richness; and self-presentation/or self-disclosure. Social networking sites (e.g. Facebook, Twitter, and LinkedIn) have a high self-disclosure and medium media richness. Content communities (e.g. YouTube and Pinterest) have a low self-disclosure and medium media richness. Different classifications on social media also depend on the content of the medium. Hutton & Fosdick (2011) mentioned that blogs and forums used to be platforms where people discussed only personal topics, more like the function of an online diary. However, social networks are taking the place of these other platforms where people disclose their personal lives (Boyd & Ellison, 2007; Hutton & Fosdick, 2011). Now blogs are becoming more specialized and expert on certain topics, where people are sharing product recommendations, thoughts and ideas (Haider, 2012; Li, Lai, & Chen, 2011). In addition, Kozinets et al. (2010) stated that now blogs constitute a social network that besides sharing information it is about building trust, friendship, and relationships among individuals. The usability of social media can be another approach for social media classification. Bowman, Westerman, and Claus (2012) depicted the difference in usage from the different social media. They state that while Facebook might be more of a relational channel, it still achieves both informational and relational purposes (Bowman et al., 2012).

Clark (2003) stated that Facebook is now so integrated into people's lifestyles that is no longer perceived as a media, that is an increasingly "transparent technology that is so well fitted to, and has integrated so well with our lives that has almost become invisible in use" (Clark, 2003). Moreover, Ellison, Steinfield, & Lampe (2007) suggest that Facebook is not used for meeting new people, but for maintaining relationships that have already been created offline. Regardless if these relationships might be weak ties, there is certain common offline element among Facebook friends such as a shared class (Ellison et al., 2007). Contrariwise, Twitter seems to be more a news and information channel and is more likely to be used in mobile devices (Bowman et al.,

2012). Wu et al. (2011) mentioned that Twitter originates around 50% of its tweets from traditional media sources. In addition, Bowman et al. (2012) stated that Twitter has a salient conspicuous cognitive demand associated with it. This classification based on the usability of the SNS provides another approach on how to classify the existing networking sites.

Mobile social media

Social applications are migrating to mobile devices such as smartphones and tablets. The number of consumers using social technologies is expected to multiply (Chui et al., 2012). More than 1.5 billion people in the world are members of a SNS, and around one in five hours of the time they spent on Internet is spent on SNS with an increasing intensity in mobile devices (Chui et al., 2012). Today more than six billion mobile phones are in use worldwide (Chui et al., 2012). For that reason, the higher accessibility to SNS has provoked a more constant and stronger interaction between users. Besides, there are some speculations behind the shift to a mobile society. Some argue that telecommunication's ubiquity has created a *wired* society with a mere utilitarian approach of increasing cost-effectiveness of different processes and operations (Jaureguiberry, 2000).

Literature related to mobile devices mainly comprises two areas: 1) the tendency of migration of SNS to mobile devices, and 2) the marketing benefits of this migration. Literature says that while social media has shown to be powerful on generating viral marketing phenomena, and on empowerment for end-costomers (Kaplan & Haenlein, 2010, 2011; Kaplan, 2012; Phelps et al., 2004). Mobile social media has given companies the opportunity to use it for marketing research purposes. Location and time have become sensitive variables for social mobile marketing with the use of technologies such as GPS, GSM, Bluetooth, and RFID (Amin, Chen, Tenhunen, & Zheng, 2012; Kaplan, 2012). This feature combined with sophisticated data mining software gives companies the possibility to utilize this information for beneficial marketing purposes. Mobile social media gives a face to customer's databases, using features such as *check-in* that allows companies to know the exact time and location of their customers (Kaplan & Haenlein, 2010). For instance, Foursquare is a time-and-location-sensitive application where the content and exchange of messages is relevant to a certain location and time that allows companies to direct marketing messages to targeted consumers (Kaplan, 2012). Mobile marketing has brought other technological phenomena. For instance, media meshing that according to Hutton and Fosdick (2011) occurs when consumers actively use two media – and at least one has Internet access – together to enhance their media experience. For example, users who take pictures with Instagram and also share them on Facebook.

Kaplan (2012) stated that mobile social media bridged the gap between the real and virtual worlds. This bridging could be considered an evolution even wider than the introduction of social media itself (Kaplan, 2012).

Impact on consumers

Social media has empowered to raise consumers' voices, and has contributed to let individuals express their concerns to companies and other institutions. The Web 2.0 has opened the possibility for consumers to obtain more information during the entire purchasing cycle (Divol et al., 2012). Social media is the only form of marketing that can be in contact with consumers at each and every stage of the consumer's journey. When they evaluate brands, during the use phase, after the purchase, and until they advocate and influence other users depending on their experience with the brands or products (Divol et al., 2012). Social media is being used to share information with other individuals immediately (Chung & Austria, 2008; Haider, 2012). The high information share during the entire purchasing cycle has bent consumers to spend more time browsing through social media (Divol et al., 2012). Approximately 23.1 million consumers between 13 and 80 years of age use social media to

discover new brands or products. Also 22.5 million people use social media to learn about unfamiliar brands or products (Knowledge Networks 2011). In earlier times, the only information consumers could get from products was the one companies decided to communicate to consumers (Trusov et al., 2009). However, information availability in social media has given them the possibility to exchange and share experiences that help them define their own criteria and perception upon brands (Divol et al., 2012). Literature shows that word-of-mouth (WOM) communication builds up more trust for consumers from peer recommendations or consumer reviews, than information advertised by traditional media (Beck, 2007; Chung & Austria, 2008; Phelps et al., 2004; Smith et al., 2007; Trusov et al., 2009). Individuals have become more receptive to social media compared to traditional mass media. Since it breaks over traditional company-to-customer communication channel, into company-customer-company creating a both ways communication medium (Chung & Austria, 2008). The possibility of providing consumers the chance of interacting with users that share similar attitudes towards a certain product, gives them the opportunity to have – not virtual – but real consumer identities of other people who share similar attitudes towards a same brand (Walker et al. 2012).

Relevance for companies

Companies are already using social media to reach customers, 39% of companies examined in a McKinsey (2012) survey already use social media services as their core strategy to reach consumers. This percentage is expected to reach 47% in the next four years (Divol et al., 2012). Social media has allowed companies to have a closer communication with its stakeholders (Chui et al., 2012; Divol et al., 2012; Haegeman et al., 2012, p. 0; Nielsen, 2012). Hameed (2011) shows that more than 80% of Fortune 500 companies use at least one social media practice. Yet, the percentage invested on an average marketing budget for social media in companies, still accounts for less than 1% (Divol et al., 2012). The evolution of social media has occurred in such a brief period of time that unpredictability has given companies enough uncertainty to be reluctant on investing time and resources to move forward in the use of social media (Kaplan, 2012). Companies still do not know to what extent they should substitute traditional mass media with social media. The unknown return on investment (ROI) on the social media expenditure has detained them from fully including it within their core marketing strategies (Chui et al., 2012; Divol et al., 2012).

The sources of literature linking social media and companies are abundant in global consultancy companies such as McKinsey and Nielsen Company. Some reports, for instance, the one from Divol, Edelman, and Sarrazin (2012) suggested several steps on how to use social media most proactively in companies, and motivate consumers towards long-term behavioral changes. However, academic theories that relate the use of social media for companies are mainly focused on the social implications of using social media as a marketing channel. For instance, Briones et al. (2011) explained that the organizational public relationships (OPRs) model in the online environment should consider a set of factors: commitment, control mutuality, communality, trust and satisfaction towards consumers. Briones et al. (2011) stated that once a company understands these characteristics it can proceed to allocate resources – time and financial investment – to engage and develop relationships with key publics. Other studies are related to exploration on the effectiveness of metrics provided in social media. A typical measure for companies is to be guided by the number of likes on Facebook that they have. However, Lake (2011) recognized that a large number of likes does not necessarily translate into positive outcomes. Meanwhile, Kozinets et al. (2010) provided an explanation to understand the marketing in online communities. And, Yang et al. (2010) suggested several strategies for creating effective viral marketing strategies.

Privacy and security

There is a latent concern on privacy and security issues in the use of social technologies. Users are constantly sharing more and more information that could be also used for wicked purposes (Kaplan, 2012). For instance, Acquisti & Gross (2009) highlighted the potential ability to reconstruct user's security numbers by the information provided in the social networks such as date and place of birth. In another study Jagatic et al. (2007) stated that Internet is an accessible method for phishing activities, it provides a method for acquiring sensitive information. There are no current regulatory bodies that can monitor the behaviors from individuals and third parties. Therefore, significant challenges overcome social media in relation to privacy and security issues (Boyd & Ellison, 2007; Elefant, 2011; Haegeman et al., 2012). Authors have argued that there is a risk that social technologies will give even more information to the most prominent sources (De Longueville, 2010). The main contentious issues regarding social technologies are related to the information retrieved from social behaviors online, and the privacy and security records that companies may have access to. Social media policy regulations regarding privacy and security issues are still in development (Haegeman et al., 2012; Kaplan, 2012; Patino et al., 2012).

Some initiatives have begun to discuss further regulations. In 2011 a set of guidelines for conducting research in social media were published by the Council of American Survey Research Organizations (CASRO) in 2011 (Patino et al., 2012). The guidelines address concepts related to privacy and confidentiality. For instance, the right for individuals to be notified when research activities are conducted in chat rooms and networking sites (Patino et al., 2012). Moreover, social campaigns have raised the need to be aware of the information that is shared online e.g. the application PleaseRobMe.com in the Netherlands showed people how easy it is to target them for robberies with the check-in mobile applications (Kaplan, 2012). Currently, the majority of the standards that protect privacy are self-regulated by each website, under terms of service (ToS) and Privacy Policies (Patino et al., 2012). No laws are currently adopted to rectify failures in compliance for unethical researches using social media to gather data for research purposes (Patino et al., 2012).

2.1.2 Green marketing

Legislations have exerted corporations to develop environmental management systems for their operations (Haegeman et al., 2012; Jenkins & Yakovleva, 2006; Mohr et al., 2001). Jenkins & Yakovleva (2006) suggested that green marketing strategies have emerged as part of the environmental disclosure from corporate social responsibility (CSR) initiatives. Environmental programmes delineate companies' commitment towards the social and environmental challenges related to their operations, sourcing, and retail operations. Today, detailed CSR strategies of companies are published on their websites, including publications of reports, and social campaigns that show companies' engagement with the community.

When companies decide to incorporate environmental reporting systems for their operations, they usually implement a set of international guidelines. In order to get certifications for their social and environmental behaviors companies must join official certification schemes that can corroborate the information they have collected about their operations. The most popular guidelines that companies are using are ISO 14 000, ISO 26 000, GRI Guidelines on Sustainability Reporting, and carbon disclosure project (CDP). These set of guidelines give companies legitimacy and accountability of their actions. Yet, these guidelines are voluntary and not legally enforceable, they have helped to monitor companies' social and environmental impacts. Besides, they have contributed to encourage the adoption of environmental management systems (EMS) with more integrative and preventive solutions. Furthermore, one major contribution of the environmental management standard ISO 14 000 is the support on the life cycle assessment (LCA) for products. This standard has helped to portray a broader

picture of the actual impacts of products' lifespan and has contributed to the widespread of ecolabels (Baldo, Marino, Montani, & Ryding, 2009; Ball, 2002; D'Souza, Taghian, Lamb, & Peretiakko, 2006). Companies want to create products with better standards in order to be competitive. They want to create products that show their responsibility towards social and environmental causes e.g. energy efficient products, design for disassembly products, organic products, local products and fair trade products. All of these initiatives have pushed industry to adopt initiatives such as extended producer responsibility (EPR), which considers to a higher extent waste management systems, or deposit-refund schemes. These are consequences of the incorporation of certification bodies and reporting guidelines for companies' operations.

However, the progress for the implementation of these guidelines to date has been slow. These initiatives have traditionally been implemented in top-down management systems, which first start seeding strategies in the headquarters and then permeate them to the subsidiaries. Besides, many of the subsidiaries are located in countries where the regulations are less stringent (Gamper-Rabindran, 2006; Reed, 2002). Therefore, many corporations have been involved in media scandals for their unethical behaviors on some of their subsidiaries or suppliers overseas. The consequences of scandals have dishonored brands and companies' reputation. Corporations have committed to extend their social and environmental responsibility throughout their stakeholders overseas, and have been trying to implement the same environmental standards among them, baring the challenges that this commitment overcomes. On the other hand, civil society has raised awareness of corporations' behavior. This group has used media tools to spread the word about companies' behaviors. They have intensified pressure on companies and governmental institutions to clean industries and pushed them to adopt better practices (Stolle et al., 2005). For instance, Greenpeace has endeavored several projects to stop greenwashing practices in corporations (Greenpeace, 2001). Moreover, bottom-up initiatives have contributed to push companies towards a higher degree of information disclosure. For instance, the information inquiry of companies' performance, as well as the product's information – e.g. material's source, nutritious facts, and country of origin – is information that must now be disclosed to the public (Jenkins & Yakovleva, 2006).

Green marketing classification

The development of the concept of green marketing comes from the input of various marketing categories. More substantially from social marketing and relationship marketing. Social marketing is considered a promising framework for designing and implementing social change (Kotler & Gertner, 2002), and behavioral change (Hastings & Saren, 2003).

“Social marketing is the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research (Kotler & Gertner, 2002).”

Social marketing has contributed to raise social awareness of certain social and environmental challenges. Then, other types of marketing such as relationship marketing (Gummesson, 2002; O'Cass, 2000) has caught marketers attention again for today's technologies, considered that the Web 2.0 provides a network infrastructure where relationships and interactions happen naturally. Relationship marketing is geared through collaboration and co-production of value, a characteristic that can be found in online communities (Gummesson, 2002).

“Total relationship marketing is marketing based on relationships, networks and interaction, recognizing that marketing is embedded in the total management of the networks of the selling organization, the market and society. It is directed to long-term win-win relationships with individual

customers, and value is jointly created between the parties involved. It transcends the boundaries between specialist functions and disciplines (Gummeson, 2002)."

Green marketing is the evolution of different marketing concepts that have supported companies in the journey to adopt and implement sustainability strategies. These strategies support companies in their communication processes to be perceived as good corporate citizens within their various stakeholders. And beyond, green marketing strategies are also a way companies can use product differentiation for green attributes included in their products.

Ecolabeling

Branding strategies intend to generate positive attitudes towards brands. Branding is also one of the various marketing strategies that strive to obtain product differentiation by satisfying consumer's functional and emotional needs (Kotler & Gertner, 2002). Ecobranding is a branding strategy with a focus on the enhancement of green attributes of products. As part of ecobranding strategies companies have adopted various strategies. *First*, trying to produce more environmentally friendly products with initiatives such as ecodesign and design for the environment. *Second*, are strategies that communicate these green attributes. Ecolabeling schemes are one of these latter types of strategies. In 1992 the European Commission (EC) introduced the ecolabeling scheme with focus on sustainability (Erskine & Collins, 1997). Ecolabels aim to support consumers at the purchasing point (PoP). Ecolabels promote products with reduced environmental impacts and aim to provide consumers with better information on the environmental impact of products (Erskine & Collins, 1997).

Ecolabels were prompted in part by the lack of information from industry concerning the environmental performance of their products (D'Souza et al., 2006; Erskine & Collins, 1997). Ecolabels portray the enhancement of leaner production, and better designed of products. Some authors have argued that ecolabels are in part a market based instrument (MBI) which attempt to internalize the external costs by raising awareness among producers and consumers to use natural resources in a responsible way (Erskine & Collins, 1997). Several studies show that the lack of credibility of industrial environmental claims has encouraged the request of third party ecolabeling schemes (D'Souza et al., 2006; Erskine & Collins, 1997; Jenkins & Yakovleva, 2006).

The ISO 14 000 family has become one of the most popular guidelines for companies to adopt ecolabeling schemes (Ball, 2002). It has a section dedicated to ecolabeling – ISO 14 020, 21, 22, 24, and 25 – that guides companies through the incorporation of these schemes (Ball, 2002). The existent ISO 14 000 ecolabeling classifications consist of Type I, Type II, and Type III. Even though ecolabels Type I and Type III are verified by third parties, there are some differences between them. Type I uses a consultative process that involves industry and consumers, and verifies the environmental performance across a wide range of indicators, e.g. the European Union flower (Baldo et al., 2009). Whereas Type III is testified by an independent third party who collects life-cycle data. Type II eco-labels usually refer to self-declarations to general claims e.g. 'biodegradable' and they do not involve independent audit. However, Type I or Type III are arguably more credible and reliable because they are endorsed by third parties (D'Souza et al., 2006; Erskine & Collins, 1997). Although, a disadvantage of third party accreditation ecolabels are the both direct and indirect costs associated with the accreditation (D'Souza et al., 2006). Moreover, there are other categorizations for ecolabels: endorsement and comparative labels levels (Wiel & McMahon, 2005). Endorsement labels are only applied to the most energy-efficient products in a certain category e.g. Energy Star label, which has a best-in-class approach. While, comparative labels rate energy efficiency of a product in comparison to an absolute scale, e.g. the European Union energy label.

Furthermore, there is a belief that ecolabels can raise sustainability awareness. Also, consumers with a greater involvement on sustainability will search for information harder and will be more demanding when choosing products. An example Rodríguez-Santos et al. (2013) is centered on a study on the denomination of origin (DO) ecolabels. This study stated that great involved consumers will spend more time and effort during the decision making process. Meanwhile, great involved consumers will be more likely to pay a higher price or travel farther to purchase, for instance, a DO wine (Rodríguez-Santos et al., 2013). These types of consumers will tend to be more critical towards their choice made after the purchase. However, there is uncertainty to what extent consumers are willing to pay more for products with lower environmental impacts. Several studies have been conducted to argue about price sensitivity of consumers. These studies show that consumers appear to be price-sensitive when purchasing green products (D'Souza et al., 2006). Other researchers have tried to depict to what extent are consumers willing to pay a premium price for green products (Ferraro, Uchida, & Conrad, 2005). A study showed that in low-income nations direct payments tend to be more efficient to protect ecosystems and rural welfare in low-income nations (Ferraro et al., 2005). Though, depending on the available funds if direct payments are not feasible for social or political reasons, then price premiums are more likely to be effective for conservation than subsidizing capital ecofriendly commercial activities (Ferraro et al., 2005).

Major criticisms have been given to ecolabels. Authors have argued that while the concept of ecolabeling is good, the practical application is not straightforward (Erskine & Collins, 1997). Besides, there is yet little evidence of ecolabels benefitting the environment. Erskine and Collins (1997) argued that ecolabels should be set on products that consumers buy on a regular basis and that have a significant environmental impact. D'Souza et al. (2006) found that many consumers find ecolabels inaccurate. Buelow, Lewis, & Sonneveld (2010) found that confusion surrounding current ecolabeling and recycling schemes could be attributed to incorrect labeling due to a system complexity. Other studies showed that to some extent ecolabels are difficult to address sustainability issues in certain industries. For instance, a study on the ecolabels on the construction industry stated that for the construction industry it is too complex to assign ecolabels to buildings and houses since too many materials are used for their construction (Ball, 2002). Rather, it is more appropriate to accommodate an EMS e.g. ISO 14 001, due to the complexity of factors that are needed in constructing buildings (Ball, 2002). Another study suggested that changing or updating ecolabel schemes might have less positive effects on consumers. For instance, the European Union energy label diminished its effectiveness with the introduction of new rating categories (Heinzle & Wüstenhagen, 2011). The study demonstrated that the 'A-G scale' tend to have a stronger impact on consumer's decisions, rather than when the A+ scale was introduced (Heinzle & Wüstenhagen, 2011). This study demonstrated that an alteration of the scale influenced the perception of consumers rating such scales (Heinzle & Wüstenhagen, 2011). Meanwhile, the introduction of more flexible schemes might increase complexity for consumers that could offset the effectiveness to increase consumer awareness of environmental impacts (Heinzle & Wüstenhagen, 2011).

2.1.3 Green marketing and social media promoting sustainability

Traditionally marketing used to be driven by companies that pushed information to consumers through traditional marketing: advertisements, media, direct marketing, sponsorships, and other channels (Petkovska Mirchevska & Markova, 2011). Today, there is an increasing information pull from consumers driving marketing in social media (Petkovska Mirchevska & Markova, 2011). Information such as active evaluation phase (Divol et al., 2012), WOM recommendations from acquaintances (Van der Lans et al., 2010), in-store interactions as well as recollections of past experiences are part of consumer driven-marketing (Petkovska Mirchevska & Markova, 2011). Marketers must change the traditional approach of

information push and learn to establish consumer dialogue (Sacks, 2013) and influence consumer-driven touch points (Petkovska Mirchevska & Markova, 2011). Marketing researchers have benefited from social media technologies (Patino et al., 2012), using social media for: pattern recognition, consumer panels, creating social networks around their brands, conducting market research in online communities, and geo-tagging technologies (Patino et al., 2012). All these features provide helpful quantitative data for companies, in a fast way and without large expenditures.

Furthermore, promoting sustainability through green marketing strategies has become part of increasing number of companies' ultimate goals. However, besides the ease of companies on becoming greener, there are certain challenges that they have encountered. For instance, companies that are trying to be greener do not know how to prioritize their environmental investments. Though, there are several frameworks that try to help this concern, for instance, a framework that depending on the company focus suggested an environmental performance strategy (Orsato, 2006).

Social media triggering sustainability

Social media has made it easier for stakeholders to observe companies' behaviors. It is a powerful tool for stakeholders to analyze if companies are indeed committing to their statements or are incurring into greenwashing practices.

Some companies have overblown claims of sustainability in attempt to gain market share (Dahl, 2010). According to K. Walker & Wan (2012) greenwashing is defined as the *"discrepancy between the green talk and the green walk"*. Although, greenwashing is not a recent phenomenon, it has escalated in recent years from the increase in demand of green products (Dahl, 2010). Several institutions have provided sets of criterion to identify signals for greenwashing practices (Ecolabel Index, 2013; Greenpeace, 2001; Terrachoice, 2010). The proliferation of unsubstantiated environmental performances that lead to greenwashing practices, has resulted in increasing consumer skepticism and mistrust (Jahdi & Acikdilli, 2009). There are several organizations, for instance, Greenpeace who have endeavored projects to stop greenwashing practices in corporations (Greenpeace, 2001). Greenpeace's StopGreenwash.org monitors corporations, to confront deceptive greenwashing campaigns by striving to push to reform advertising standards and corporate codes of conduct (Greenpeace, 2001).

Social media has supported green marketing strategies to widespread companies' attitudes and behaviors towards social and environmental concerns. It has helped companies to share their current practices in the various platforms, and to verify their real behaviors. A shift towards more transparent management operations that have lead into higher information disclosure that benefits companies giving legitimacy, and its stakeholders by raising their trust upon companies. Companies' goals have included promoting sustainability among its stakeholders, and influence people's behaviors to reduce their environmental impacts (OECD, 2009).

Sustainability strategies of companies encompass traditional top-down and bottom-up initiatives. The latter are related to the individual level of making choices (Haegeman et al., 2012). Theories on lifestyle politics traditionally refer to them, as day-to-day citizens decisions that influence political behavior (Giddens, 1991). Stolle et al. (2005) have referred to bottom-up initiatives as political consumerism. These initiatives aim to reduce environmental impact by, for instance, promoting local and organic products, avoid the use of car or carpool, use public transportation, segregate and recycle trash, purchase products with ecolabels, and buy goods in second hand shops are individual decisions that reduce the carbon footprint of people.

However, major obstacles overcome when trying to change people's behavioral patterns. A major obstacle according to (Reckwitz, 2002) is to make them forego their routinized practices and adopt new ones. People need to realize that everyday life actions have a direct impact on the environment. While, Lin & Huang (2012) stated that many people do not have a clear link on how their everyday actions cause an ecological impact. For that reason a combination of top-down and bottom-up environmental initiatives have created theories that suggest that political consumers can choose certain producers and products to change institutional or market practices (Stolle et al., 2005). Sustainability initiatives are pushing forward to an environmentally aware culture, where society is working towards minimization of harmful environmental impacts (Ball, 2002). Researchers have proposed that consumers have the power to influence the political arena preferring certain products besides others, and even boycotting products from companies with unacceptable social and environmental practices (Stolle et al., 2005). These theories on changing people's behaviors, attitudes, and practices can be substantiated by the contribution of companies promoting more environmentally friendly products. Then, the recognition of political consumerism as a form of activism (Stolle et al., 2005) provides evidence to support that consumer behavior could be seen as a political tool (Bové & Dufour, 2001) to influence policy and decision making processes.

Environmental behavior

There are several attempts that have tried to define what is an environmental behavior. For instance trying to define the profile of a green consumer. D'Souza et al. (2006) tried to examine demographics and income as potential useful indicators for green consumers. They stated that demographics provided only a proxy on how consumers may behave towards environmental labels, based on age, income, gender, and employment. D'Souza et al. (2006) suggested that the higher education level and social class, the greater environmental knowledge. Grønhøj & Thøgersen (2009) investigated the intergenerational (IG) transmission of environmental values, attitudes, and behaviors. Grønhøj & Thøgersen (2009) found out that parents with a pro-environmental behavior influenced the societal development not only by their actions, but also by educating their children. However, adolescents were more sensitive to behavioral costs than their parents, and were more favorable to bear costs that their parents would cover, such as buying organic and environmentally friendly products. Rather than adopting environmental practices that involved behavioral costs e.g. source-separation of trash or saving electricity. Income factors have also been studied to define green consumers. Stolle et al. (2005) argued that it is plausible to state that income constituted an important factor that determines consumers' purchases of ethical products. While consumers with a higher level of income are to a greater extent able to afford more ethical products, as opposed to consumers with limited budgets.

There are several descriptions to influence people's environmental behaviors. Stern (2000) proposed that environmentally significant behavior could be classified from an intent-oriented (environmental intent) or an impact-oriented (environmental impact) perspective. The *former* measures the willingness to enhance the environmental conditions, while the *latter* measures the influence on environmental qualities, such as energy use. Gatersleben, Steg, & Vlek (2002) found that intent-oriented measures – also referred as attitudinal variables – of environmental behavior were correlated with differences in values. However the impact-oriented measures had a higher correlation with socio-demographic characteristics. Moreover, within theories of influencing people's behaviors, values are among one of the most discussed topics within the literature. Values are normative standards that serve as a guiding principle in life, and have been seen as drivers for influencing people behaviors. However, Lin and Huang (2012) explained in their study that the main influencing factors to change behavior towards green products are indeed psychological benefit, desire of knowledge, and novelty seeking. And in contrast consumers are not influenced by functional values, price, and quality (Lin & Huang,

2012). Also, Bartiaux (2008) stated to change people's behavior, information from expert advices must be corroborated with people's acquaintances or others whose opinion is considered valued. Otherwise information seems to be quickly forgotten or disregarded. Furthermore, (Poortinga et al., 2004) stated that in general attitudinal variables, dependent on motivational factors explained only a modest amount of variance in environmental behavior. Whereas, contextual factors such as individual opportunities and abilities determined stronger dependence on environmental behavior (Poortinga et al., 2004). Another approach for influencing people's behavior consists on proposing tangible solutions to individuals. The UK Sustainable Consumption Roundtable believes that a change on behavior comes with proposing tangible solutions to people for their daily lives. Then these people can seed new set of norms that could then ripple into wider changes to promote pro-environmental behavior (Roundtable, 2006).

There is a set of obstacles related to changing people behaviors. One of them are the contextual factors that can restrain individual's abilities and opportunities described by (Poortinga et al., 2004). They explained the concept of quality of life (QOL) as a variable in the change of environmental behavior, where people tend to associate the acceptability of adopting certain environmental practices to the extent where energy saving measures do not clash with their values (Poortinga et al., 2004). Bartiaux (2008) stated that changing people's behavior, society need to cope with handling ambiguities such as changing moods and practice compartmentalization in everyday life. Moreover, Bartiaux (2008) argues that all new practices are in need of social support from the family, the social networks and from policies.

Lastly, information provision has also been discussed among literature on influencing people's behaviors. People act rationally in response to the information that is provided to them regarding environmental issues. (Bartiaux, 2008) stated that actions could be rectified through the provision of information to engender concern to change people's behaviors. Moreover, raising awareness of green products is important to educate consumers. Lin and Huang (2012) found in their study that many of the respondents on people who had purchased green products were unfamiliar with understanding the scope of green products and its characteristics. When concern becomes greater, a change in consumption behavior might lead consumers to modify purchasing patterns tilting them to become more environmentally sensitive (Kilbourne & Pickett, 2008; Lin & Huang, 2012). There are some initiatives that attempt to provide consumers more information in easy ways. For instance, the Good Guide provides information about health, environmental, and social performance of products and companies. They launched a mobile application in which consumers introduce the bar code of product through smartphones rates products from 0 to 10 in the three areas mentioned, with the aim that consumers quickly evaluate and compare products for better purchasing decisions (GoodGuide, 2011). However, in some cases information provision might not lead to changes in behavior says Bartiaux (2008) who provided an example of the residential energy consumption in Belgium. In this case information did not traduced into green behaviors. Bartiaux (2008) concluded that customers were simultaneously in need of discursive consciousness, convergence of knowledge and supporting interactions.

Sustainable lifestyles and social media

There is an opportunity for institutions to permeate through consumers' attitudes and behaviors and foster a bend towards more sustainable lifestyles through social media. De-routinisation, breaking with routines, and readjusting certain practices and behaviors with a higher environmental focus, can be done to change current behaviors (Haider, 2012). Social media has contributed to raise environmental awareness of individuals. People have found through social media environmental news, companies' social and environmental behaviors, and have even pushed them to enhance their practices (Linich, 2013; Stolle et al., 2005). Social

media is currently being used as a platform where people give tips, talk about difficulties, and even sometimes admit failures in adopting new environmental behaviors (Haider, 2012). For instance, blogs are a social media tool that have engaged users on talking about their environmentally friendly lives, where people can expand on the information content of certain tips or advices (Haider, 2012). Blogs can give a glimpse on what are the practices that constitutes perceptions of a sustainable everyday lifestyle (Haider, 2012). Social networks can exert pressure on people’s behavior, specially for people who had a rapid social upward mobility (Bartiaux, 2008).

Table 2-2 Different ways for presenting environmental messages

Simple presentation	Personalized presentation	Values based presentation
Ordering online instead of driving to the store	Add CDs to your collection at CDStore.com	Ordering online instead of driving long distances alone can save money; reduce transportation energy use and increase air quality.
Turn off appliances at the outlet	Turn off your DVD player and Stereo at the outlet when not in use	Your appliances may use power even when “off”. Turning them off at the outlet saves an average American \$150/year and stops the unnecessary waste of non-renewable resources.
Use stand-by mode instead of a screensaver	Use your laptop’s “Better Energy Savings” mode	Your screensaver uses more power that most applications. Save battery time and reduce waste by using stand-by mode.

Source: (Mankoff, Matthews, Fussell, & Johnson, 2007)

Mankoff et al. (2007) suggested that social media constitutes a potential to give immediate feedback and combine it with goal setting to encourage reflection and provide information to support actions. Mankoff et al. (2007) suggested that the different ways the information is presented, might increase for people the likelihood to adopt new attitudes, behaviors, and practices [see Table. 2-2]. Also, there are studies that supported the statement that giving feedback about energy consumption on different groups caused a decrease in the energy use behavior of households (Abrahamse, Steg, Vlek, & Rothengatter, 2005; Darby, 2006).

Social media represents a significant tool to widespread information on bottom-up approaches. According to Haider (2012) social media is about finding alternatives, as consumers, and making choices, and it is also part of the co-evolution of being a consumer and a citizen in the contemporary late modern society.

2.2 Literature review summary

Section 2.1 suggested the literature that is found in the three areas social media; green marketing; and green marketing and social media promoting sustainability. An overall picture of the content on the findings on the literature review is shown in Figure 2-1. After conducting a thorough literature review, it can be said that there is a large amount of theories and studies related to the three topics researched. However, there is a lack of studies concerning the use of social media to promote sustainability.

Figure 2-2 shows a representation of the body of literature found during the development of this chapter. Moreover it shows the research area where this thesis aims to contribute.

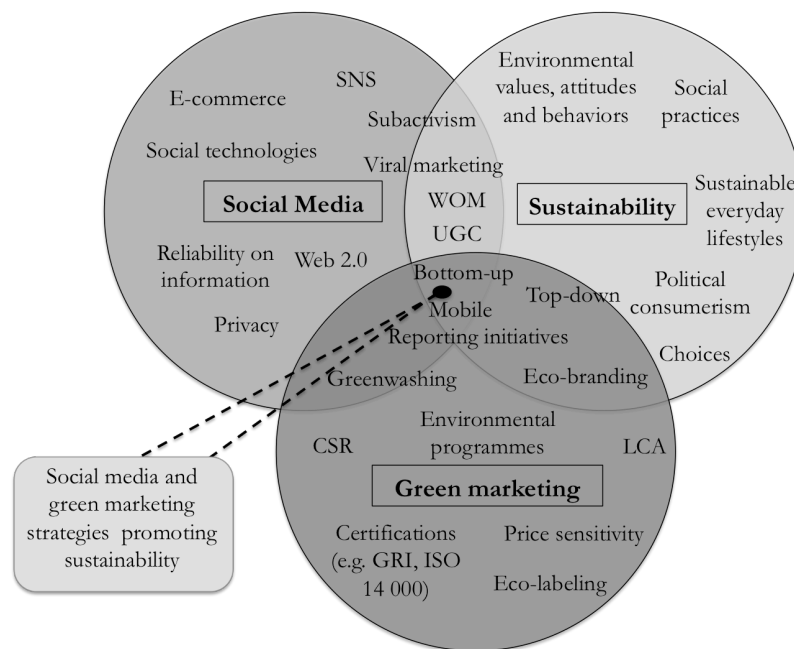


Figure 2-1 Description of the concepts found in the literature review

This study aims to analyze the current social media strategies used for green marketing purposes of sustainability leading companies. The information gathered through the research of this thesis is presented in Chapter 4.

Table 2-3 Literature review sources by topics

Social media	Green marketing	Sustainability
<ul style="list-style-type: none"> Social media (Bowman et al., 2012; Briones et al., 2011; Chung & Austria, 2008; Divol et al., 2012; Hutton & Fosdick, 2011; Kaplan & Haenlein, 2010; Patino et al., 2012; R. Walker et al., 2012) Social networking sites (SNS) (Boyd & Ellison, 2007; Haider, 2012; Mankoff et al., 2007) Web 2.0 (Allen, 2012; Corrocher, 2011; De Longueville, 2010; Ferretti et al., 2010; Haegeman et al., 2012; Lau & Liao, 2012) Word-of-mouth (WOM) (Beck, 2007; Smith et al., 2007; Van der Lans et al., 2010, 2010) User-generated-content (UGC) (IAB, 2008) 	<ul style="list-style-type: none"> Green marketing (Chamorro, Rubio, & Miranda, 2009; Ferraro et al., 2005; Orsato, 2006; Sacks, 2013) Green marketing history (Jenkins & Yakovleva, 2006; Mohr et al., 2001) Green marketing classification (Chamorro et al., 2009; Gummesson, 2002; Hastings & Saren, 2003; Kotler & Gertner, 2002; Kotler & Zaltman, 1971; Kotler, 1972; Lin & Huang, 2012; O’Cass, 2000) Ecolabels (Baldo et al., 2009; Ball, 2002; D’Souza et al., 2006; Erskine & Collins, 1997; Heinzle & Wüstenhagen, 2011) Greenwashing (Dahl, 2010; K. Walker & Wan, 	<ul style="list-style-type: none"> Sustainable consumption (Tukker et al., 2008) Social consumer (Petkovska Mirchevska & Markova, 2011) Social values (Grønhoj & Thøgersen, 2009; Poortinga et al., 2004; Schwartz, 1992, 1994; Schwartz et al., 2001) Social practices (Geels & Schot, 2007; Haider, 2012; Reckwitz, 2002; Shove & Walker, 2010; Shove, 2010) Political consumerism (Bové & Dufour, 2001; Micheletti & Stolle, 2007; Stolle et al., 2005) Environmental behavior (Bartiaux, 2008; D’Souza et al., 2006; Gatersleben et al., 2002; Grønhoj &

<ul style="list-style-type: none"> • Viral marketing (Bampo et al., 2008; Berger & Milkman, 2012; De Bruyn & Lilien, 2008; Kaplan & Haenlein, 2011; Palka, Pousttchi, & Wiedemann, 2009; Phelps et al., 2004; Watts & Peretti, 2007; Yang et al., 2010) • Mobile social media (Jaureguiberry, 2000; Kaplan, 2012; Palka et al., 2009) • Privacy and security (Boyd & Ellison, 2007; De Longueville, 2010; Elefant, 2011; Haegeman et al., 2012; Jagatic et al., 2007) 	<p>2012)</p>	<p>Thøgersen, 2009; Kilbourne & Pickett, 2008; Lin & Huang, 2012; Poortinga et al., 2004; Reckwitz, 2002; Stern, Dietz, & Guagnano, 1995; Stern, 2000)</p> <ul style="list-style-type: none"> • Sustainable lifestyles and social media (Bartiaux, 2008; Darby, 2006; Haider, 2012; Linich, 2013; Mankoff et al., 2007; Shove, 2010)
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3 Methodology

3.1 Justification for the methodology

Researchers from many disciplines are interested in conducting studies in the interface between scientific research and management practice (Swanson & Holton, 2005). The reason that organizations constitute dominant actors in today's society that mediate the majority of social interactions, has attracted attention for important research areas posed by researchers and practitioners (Swanson & Holton, 2005). Many investigators claim that academic research has become less useful to cope with the practical problems in organizations (Bartunek, Rynes, & Daft, 2001). While the gap between science and practice within organizations has broaden according to Bartunek et al. (2001). There is a constant criticism that the findings from academic and consulting studies is not relevant to practitioners that recommendations given are not being implemented (Beer, 2001).

Herbert Simon (1976) presented a practical way to address this problem. He suggested that scholars should strive to contribute to theory on both organizational science and practice, and not either/or. Simon (1976) explained that the culture of some managers in organizations is so dependent on the world of practice as its sole source of knowledge input. Which leads them to be outdated on their organizational practices, instead of creating knowledge that can expand their understanding. Besides, Simon (1976) explained that the separation between practitioner-oriented and discipline-oriented tends to be inherent, and even between academics of different disciplines. Therefore, he points out two different kinds of knowledge that should stem from the process of both disciplines working together: 1) applied knowledge about practical issues, and 2) scientific knowledge about new concepts and processes that are potentially feasible. Swanson & Holton (2005) stated that due to this gulf between researchers, teachers, consultants, and practitioners; organizations are not learning fast to cope with the dynamic times. And there is a need to develop research on processes that can contribute to science and become even more relevant to practice, solving real-life problems.

This thesis follows an inductive reasoning based on qualitative research. This method offers the ability to access insights of complex social processes that quantitative data cannot easily reveal (Eisenhardt & Graebner, 2007). Denzin and Lincoln (2000, p.3) defined qualitative research studies as phenomena that exists in its natural settings, and analyses the other factors that can be related to it. According to Gubrium & Holstein (2002, 2003) qualitative methods create a place for a new reality as the reality is digressing from the construction by the "*conversation with a purpose*" that is an active interview. Swanson & Holton (2005) stated:

"Qualitative methods are simply better suited for collecting, analyzing, and interpreting respondent constructions than are quantitative methods, because they are immediate, processual, elaborative, and amenable to intersubjective interpretation." (Swanson & Holton, 2005, p. 231)

Dey (1993) suggested a guide for qualitative data analysis for social scientists that has been used as reference in many publications. Swanson & Holton (2005) referred to qualitative data as "*data in the form of words*" that are derived from observations, interviews, or documents. Hence, participant's words offer a rich description on perceptions that should be captured, understood and interpreted 'through and in' their own words. Qualitative data analysis is according to Swanson & Holton (2005) about "[i]nterpreting participants' meanings" where meaning is constituted through "*our interpretive lens*".

3.2 Research procedures

The thesis occurs in three phases. First, acquire the foundations of the research area through literature review. Second, the exploratory data collection phase that encompasses the social media observations as secondary data, and the interviews as primary data. And third, the analysis and interpretation of the data collected in the first and second phases. Fig. 3-1 shows an overview of the methodology process.

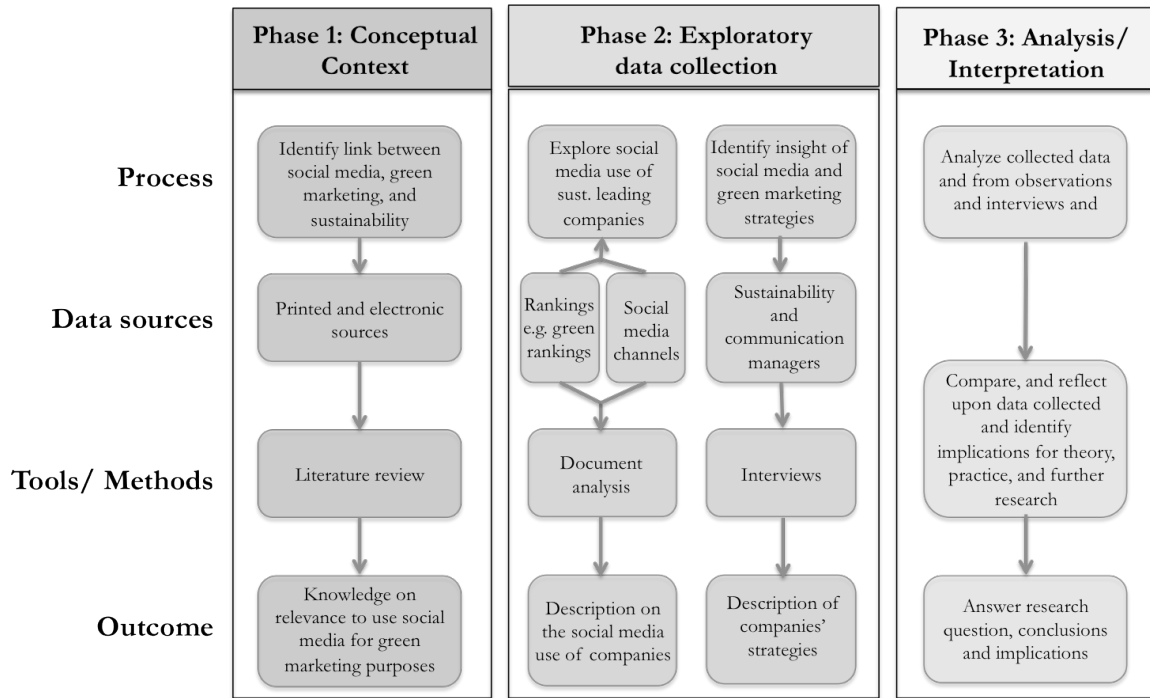


Figure 3-1 Overview of methodology phases

3.2.1 Phase One: Conceptual context

The literature review substantiated by the existing theory available is rich in meaning that intends to generate new insights and discover new phenomena (Swanson & Holton, 2005). The literature review aims to provide a foundation on the theories related to social media, green marketing, and the clashes with these two and sustainability initiatives on companies. The journal articles considered for this study are in preference listed within Web of Science databases and are accessed from the Lund University databases. Also, to substantiate the data some consultancy reports are revised to support corporate statements - McKinsey and Accenture – and other reports from institutions such as OECD, UNDP, and the UN.

3.2.2 Phase Two: Exploratory data collection

This phase consists on selecting the companies for the social media research. The detailed procedure of this analysis is described as follows.

Criteria for the Selection of Companies

The methodology for the selection of the companies is based on the fact that the selected companies must follow into one of these four categories: 1) eating, 2) housing, 3) moving, or 4) shopping. For the purpose of this study companies that are included in the eating category encompass those companies that provide food services as their core business, for instance multinational restaurant chains. Companies related to the food industry – e.g. food producers or manufacturers – are not included in this category. Companies included in the moving

category are transnational companies that sell vehicles for the mobility of people in their everyday life. Companies included in the housing category are those companies that sell home appliances – for any activity related to household living. And lastly, companies included in the shopping classification encompass retail companies that commercialize all types of goods – clothing, furniture, cosmetics, and food. To clarify the difference of companies that sell food – food retailers – and the companies listed in the previous eating category, companies listed on this category are retailers themselves and not restaurants. These companies should also be:

1. Sustainability leaders within their sectors;
2. B2C (business to consumer) companies;
3. Positioned as higher consumer recognition companies;
4. Medium-large size companies; and
5. Established in the OECD countries.

Once having fulfilled the first criteria, the second criterion is related to rankings in sustainability, brand recognition, and social media. This means that companies must appear in the following rankings or indexes:

- a. Green Rankings (also known as Sustainability Rankings)
- b. Brand Rankings
- c. Social Media Rankings

The rankings considered are global sustainability rankings that are publicly disclosed. The criteria and the methodology these indexes follow to rank the companies, as well as the full list are available on Internet. Five green rankings are considered for this study: *Dow Jones Sustainability World Index (DJSWI)*, *Newsweek Green Rankings 2012*, *2013 Global 100 list*, *Greenpeace’s Guide to Greener Electronics*, and *2nd Annual Best Global Green Brands Report*. Two brand recognition rankings were considered *Accenture Brandz 2012*, and *Interbrand Best Global Brands 2012*. And lastly, the *Top 10 Social Media Stars* is also considered to perceive how are certain brands benefiting from the use of social media. Since the eating industry lacks of global rankings of food restaurants, other sources were consulted such as *Top Social Restaurants* provided by the Vitruve’s list (the global leader and innovator of social enterprise software). The selection of the companies was based on the repetition of their appearance on the rankings mentioned above. The selected companies are shown in Table 3-1.

Table 3-1 Companies selected for social media secondary data exploration

Category	Companies
1. Eating	Panera, Chipotle, and Starbucks
2. Moving	BMW, Volkswagen, Renault, Toyota, and Volvo Group
3. Housing	Philips, Schneider Electric, and Electrolux
4. Shopping	Natura Cosméticos SA, Marks & Spencer Group, IKEA, and H&M

Criteria for Social Media Observation

In order to observe the corporate social media strategies for the sustainability leading companies selected in the categories of eating, housing, moving, and shopping, the following criteria is applied to register the same information for the selected companies and have

consistency on the registered data. Only this SNS were contemplated: Facebook, Twitter, YouTube, Pinterest, Foursquare, and iTunes App Store. Blogs were consulted via a Google search with the specification on listing only blogs. Only the first three pages were revised. And lastly, the websites of Greenpeace and TreeHuger were also consulted to find articles related to the companies being analyzed. A justification on the criteria chosen for the social media observation is listed as follows:

- *Date accessed:* since social media is a very dynamic communication tool, the date of when was the research done is relevant to be considered.
- *Sustainability webpage:* companies already have created a section on their sustainability strategies on their websites. Therefore the aim for this section is to observe the environmental information that is disclosed to the public that relates to their sustainability strategies.
- *Facebook:* the Facebook webpage is analyzed, including the metrics provided in the main profile: number of likes, number of people talking about this, and number of people that were here. An overview on the content's page is described, mainly mentioning the type of information that is published by the company, as well as the frequency of posting.
- *Twitter:* the username of the company is registered, the number of tweets, people following and followers. A description on the content of the tweets and frequency of posting is also registered.
- *YouTube:* the username of the company's channel is recorded, as well as the number of subscribers, and number of video views. Also, the number and names of the playlists created by the companies.
- *Pinterest:* the existence of a board created by the company is recorded, and the different pins that it might contain.
- *Foursquare:* the existence of a profile, as well as any other marketing messages that can trigger costumers to visit the companies.
- *Mobile apps:* for this section only the mobile apps available on the iTunes App Store are considered. The name of the company is used for the searching, and in some cases the name of the sustainability strategies of companies. An overall description of the app is given, price, category where it is listed, last update, version, and languages.
- *Positive and negative comments (Blogs and NGOs):* an exploration using Google search and the sections of Web and Blogs are searched. Only the first three pages of the results for the search are revised. For the NGO consideration, only Greenpeace and TreeHuger are contemplated. A search is done within each NGO's search engine and the first three pages were revised.

The complete compilation on the information collected during this phase is contained in Section I of the Appendix section.

Interviews

All of the companies selected for the research and that are listed in **Table 3-1** were aimed to be interviewed. However, the only successful replies for the request of interviews are the set of companies listed below, on **Table 3-2**. The procedure followed for the request of interviews was the following. Two different alternatives were followed: 1) finding the contact details of sustainability managers and communication managers through the website and reports of companies, and 2) sending a brief message through the "Contact us" section. Once a reply was received from the companies, the interview date was set. The interview sessions lasted between 30-50min. The interview sessions were based on a questionnaire that is divided in the

three major topics previously explored in Chapter 2: social media, green marketing, and sustainability. In order to have consistency in the data collected, the same questionnaire is applied to the interviewees. The notes taken during the interviews are found in the Section II of the Appendix section, as well as the questionnaire applied during the interview sessions is found in the Section III of the Appendix section. The list of the interviewees is presented in Table 3-2.

Table 3-2 Companies interviewed

Companies interviewed	Management position	Date interviewed	Category
Volvo	Lars Martensson (Environmental Director)	March 22, 2013 at 11:00am	Moving
Volvo	Gustaf Rydelius (PR & Online Media Specialist)	April 16, 2013 at 11:00am	Moving
Schneider Electric	Alban Jacquin (Sustainability Performance and Communities)	March 22, 2013 at 10.00am	Housing
IKEA	Jamie Rusby (Sustainability Communications)	April 09, 2013 at 9.00am	Shopping

Regarding the eating category, there were no successful replies from the companies, except from Panera. Panera answered by email providing more insight about the company's sustainability strategies. Panera's Customer Comment Coordinator (Pat) replied an email providing more detailed information on their commitment towards environmental goals. The information obtained by the email is presented in Chapter 4.

3.2.3 Phase Three: Analysis and Interpretation

Data analysis is the process of organizing and sorting data in a way that becomes easy to interpret. Swanson & Holton (2005) stated that the purpose of data analysis is to search for *"for important meanings, patterns, and themes in what the researcher has heard and seen"*. The exploratory data collection was analyzed and is presented in Chapter 4.

4 Analysis and interpretation of data

This Chapter presents the analysis of the exploratory data collection with the theories obtained in the literature review. The analysis clusters companies according to these four categories: eating, moving, housing, and shopping.

4.1 Secondary data collection

The complete social media observations for companies – referred as matrix of findings – is found in Section I of the Appendix section.

4.1.1 Websites

Websites are the principal information channel between companies and its stakeholders. Companies tend to communicate their sustainability strategies mainly through their websites. Information about companies' sustainability mission, vision, goals, objectives, programmes, and reports, are found in companies' websites. The amount of information contained in companies' websites in part shows the involvement of companies in sustainability strategies. The majority of the information contained in websites is in form of text, pictures and videos that are used to support and enrich the content of the websites. Moreover, websites serve as a funnel for social media where companies provide the links to their official profiles in the other SNS.

1) **Eating category** - Companies in this category share their sustainability strategies in the 'Sustainability or Responsibility' section. However, Chipotle does not have a CSR section but it explains the sustainability programme called "Food with integrity". This strategy is related to the use fresh ingredients; ingredients that are sustainably grown, and raised responsibly with respect for the animals; the land; and the farmers who produce the food. Chipotle details the procedures on how it is implementing these strategies, and mentions the achievements that it has achieved so far. Chipotle states their commitment on using organic products, and mentions to what extent this goal has been achieved, e.g. 40% of the beans it uses in the restaurants are organic. Chipotle also declares to have a higher preference on purchasing products from local farms – it defines *local* as farms within 350 miles from the participating restaurants.

Some companies have gone beyond the description of their CSR strategies on their websites, and have created websites as NGOs entities. An example of this is Panera Bread. Panera "*Live consciously, eat deliciously*" besides creating programmes within the company's strategies, funded an organization that supports the cause: Panera Cares. This organization is not within the same commercial domain (.com) as the company, it has an organization domain (.org). This makes it clearer that Panera has engaged to a large extent with its commitment to support communities in hunger alleviation.

Companies in this category share similar marketing tools. One of them is that customers can create a personal account in the companies' websites. Usually, these accounts are linked to membership cards that customers must show when purchasing products. Customers are willing to sign into this membership, since marketing promotions are offered through them, or other information such as new restaurants, and events in the surrounding areas. Starbucks Cards' membership not only gives customers loyalty rewards, but allows them to participate actively in My Starbucks Idea – an online space for the creation of ideas in different topics. There is a section named Social Responsibility, where users have proposed and voted for several ideas related to environmental concerns, e.g. implementation of recycling bins, reusable ceramic mugs, organic products, and fair trade chocolate among others. These

initiatives have helped to put pressure on Starbucks to adopt better environmental practices by creating awareness and buzz among consumers (Alter, 2013).

2) **Moving category** - Companies in this category share their sustainability strategies under headings named 'Responsibility' or 'Sustainability'. These sections contain social and environmental information about companies' performances: annual reports, CSR strategies, environmental programmes, LCA studies, and news and articles that have been published about companies' social and environmental behaviors. While the majority of companies seem to have given names to their sustainability and environmental strategies – VW "Think Blue" and BMW "Project i", others, like Toyota refers to them as Environmental Plans.

Companies in the moving category have two strategies when it comes to sustainability: 1) greening their operations – sourcing, manufacturing, operational, and sales processes; and 2) designing and manufacturing more energy efficient vehicles that can help to reduce energy consumption and the GHG emissions related to the vehicles in operation. The *first* type of strategies are usually substantiated with information provided in the annual reports that increase the reliability and transparency of the company – historical graphs, facts and figures, statistics, and projections. An example of the *second* type of strategies is BMW Group with the electromobility plan launched in 2007 called "Project i" that leads the company to develop sustainable and future-oriented mobility concepts. VW has also launched an environmental programme called "Think Blue" with a holistic approach to ecological sustainability, and which integrates economical and ecological objectives. "Think Blue" aims to reduce the environmental impacts of the operations by 25% per vehicle by 2018. Renault has an alliance with Nissan (Renault-Nissan) and on the website they explain that together they are developing a complete range of 100% electric vehicles: Kangoo ZE, Fluence ZE, Twizy, and ZOE.

Companies' websites in the moving category do not give the possibility to users to create an account or on their websites. They only provide links to access to their official social networking sites (SNS). Renault and Toyota have a webpage only created to access to the other social media where they are present, Renault calls it "Social Media Hub"; and Toyota refers to it as "Toyota Social Media".

3) **Housing category** - Companies in this category share their sustainability strategies in sections called 'Sustainability or Sustainable development. Philips and Electrolux named them 'Sustainability', and Schneider Electric 'Sustainable development & Foundation'. These sections include: sustainability goals, objectives, programmes, and reports. Companies on this category usually describe sustainability strategies through the contribution on their operations and products. While Philips and Electrolux have global strategies, Schneider divided their sustainable development strategies in two focuses: for the North and South countries. While for the Northern countries the main goal is to achieve energy efficiency, for the Southern countries is to provide access to energy. Moreover, there is an Schneider Electric's Foundation which is committed to projects primarily related to energy related careers, education for sustainable development, and has an emphasis in the integration of young people.

The sustainability strategies of companies on this category are diverse. Philips "Eco Vision" – since 1998 – is a strategy that aims to achieve sustainability through innovation. Eco Vision has a two-dimensional approach to guide Philips efforts and measure their progress: social and ecological. The ecological dimension has a focus on energy efficiency portfolio of products that can help to reduce carbon emissions, packaging, hazardous substances, weight, recycling, and lifetime. In order to make it easier to understand for people – in a more didactic way – several facts and figures explain the ecological footprint of people's daily lives. For instance,

saying that is the carbon footprint a single person living in most Western European countries, is enough to offset about 1,000 healthy trees. Then, Philips mentions their environmental achievements e.g. *“We’ve decreased our operational carbon footprint by 25% since 2007 by changing travel and shipping methods and switching to renewable energy sources.”* Schneider Electric has a section called “Solutions” where information about their products and services are listed and targeted to different groups: residential market, buildings, industry and infrastructure, and data centers. The solutions Schneider Electric presents for these groups are related to: energy efficiency, industrial solutions, machine control solutions, integrated power and control solutions, lighting control, building solutions, wastewater, renewable energy, demand response solutions, power management systems, and security and video. Electrolux provides a description and listing on which are their specific sustainability strategies. Besides, Electrolux has also launched an eco-calculator called “Eco savings” that calculates the impact on electricity and water savings of replacing less efficient appliances with more efficient ones. Potential savings are presented not only for individual consumers, but also for municipal and national governments. This is an example of the impact-oriented approach that Stern (2000) referred to. Furthermore, detailed information about these three companies’ environmental practices and management can be also found in their websites. Information related to companies’ products, operations, hazardous products and use of chemicals, recycling, and more. As seen, companies have different styles for addressing the sustainability strategies they have published on their websites.

Companies in the housing category also include on their websites a description on the ecolabeling schemes that they have joined. Schneider Electric is using the “Green Premium” an ecolabel ISO 14 021 Type II that provides consumers the environmental information to make better purchasing decisions and choose products with a lower environmental impact. The information that this label provides – referred as ‘eco-mark’ – is related to the: carbon footprint, regulation and compliance of the use of chemicals (REACH; RoHS), information on the ecodesign (Product environmental profile- PEP), and the reduction of end-of-life instructions (EOLi) by optimizing recyclability. Philips has also launched an ecolabel Type II “Philips Green Logo” which identifies products that have a significantly better environmental performance than their competitors or predecessors. The aspects evaluated by “Philips Green Logo” are: energy efficiency, packaging, hazardous substances, weight, recycling and disposal, and lifetime reliability. While Schneider Electric and Philips are using an ecolabel Type II, Electrolux supports the EU energy label – an ecolabel Type I.

Moreover, blogs have also become a trend in companies in the housing category. The topics contained in Schneider Electric’s Blog are about: energy solutions, technology solutions, and vertical solutions. Electrolux’s blog is called “The Future InSight Blog” where it provides topics for consumers related to the efficient use of products, since it acknowledges that LCA studies show that the highest environmental impact of home appliances is during the use phase. Therefore, Electrolux created a section to inform consumers about the best way to use efficiently: refrigerators, washing machines, dishwashers, and tumble dryers.

4) **Shopping category** - Companies in this category share their sustainability strategies in the ‘Sustainability’ section – Natura and H&M – while M&S details it in a section called “Plan A”, and IKEA includes it within the ‘People & Planet’ section. With different names, but with similarity on the content shared about the sustainability strategies tends to be the same: 1) mission, 2) objectives (also called targets, or goals), 3) initiatives that support their objectives, 4) documentation (reports), and 5) how can customers contribute to help to achieve sustainable development. The sustainability strategies of companies are grouped in three areas: the ones related to the company’s operations, the ones related to motivate customers to join their strategies, and the ones that join companies’ actions with the community. Sustainability

strategies focusing on companies' operations usually try to tackle the challenges related to: extraction of natural resources, water footprint, energy efficiency, waste management, recycling materials, ethical relations with its stakeholders, suppliers codes of conduct, and strengthen support to communities.

Companies have adopted different approaches to address sustainability strategies. Natura has incorporated sustainability as an element that leads people to achieve "Bem estar bem" that means 'wellbeing well'. Natura has a strong focus on the wellbeing of people; their focus is to strengthen harmonious relationships with the individual itself, with others, and with nature. Natura supports many educational associations; with the reasoning that education is a crucial way to change people's behaviors. It makes ongoing donations to NGOs worldwide that support kids' education. M&S has developed a sustainability strategy called "Plan A" because "*There is no plan B*", because it believes that it is now the way to do business. Plan A is the way M&S is working with customers and suppliers to combat climate change, reduce waste, use sustainable raw materials, trade ethically, and help customers to lead healthier lifestyles. The five key areas where Plan A is focused are: climate change, waste, natural resources, fair partner, and health. IKEA's sustainability strategy "Sustainable life at home" is focused on changing people's life without the need of leaving their home. This initiative promotes products and solutions to help people live a more sustainable life at home, with a focus on adopting: LED & lighting, energy-efficient appliances, textiles, waste and recycling, energy-efficient cooking, saving water, and using resources wisely. Lastly, H&M sustainability strategy is called "Conscious Actions" – a way the company can become climate smart. The areas that H&M evaluates in Conscious Actions are: goals for reducing the operations GHG emissions; reduce the electricity use in stores; source 100% of electricity from renewable sources, choose and promote environmentally-conscious transport, and promote energy efficiency amongst their suppliers. While companies have decided to name their strategies differently, the core descriptive elements of transparency of companies' operations, and the foster companies are striving to influence peoples' behaviors, are found in the four companies. Lastly, related to the companies' websites all four companies offer the possibility for customers to register and create an account on companies' websites. However, in relation to the access to other social media in companies' websites, not all companies in this category provide a link to their official social media profiles.

Companies' sustainability strategies also include strategies to persuade consumer behaviors. These strategies are mainly focused on: 1) raising awareness by linking people's actions to environmental impacts, and 2) strategies that motivate people to take action (what, how, where, and when). The *former* strategies use tools that can make people realize how their everyday life has an impact on the environment, and how beneficial – for them and for the environment – it is to change to better practices. These are impact-oriented initiatives (Stern, 2000). An example of these tools is the water footprint (by Natura), the carbon calculator (M&S), and the 'budget busters' (M&S) – which shows how much you could save on your household bills. The *latter* types of strategies – the ones that invite people take real actions – tend to be quite descriptive and specific. For instance, Plan A (by M&S) has an interactive tool called "School of fish" and is a way to discover the magic of the sea through films, games, maps and facts. "Love food hate waste," explains how to cook without creating waste. And, shopping, that encourages people to bring to M&S the clothes you no longer wear and help Oxfam. IKEA's "Sustainable life at home" has articles with that encourage people to become more sustainable, articles supported with facts, pictures, and videos. The changes IKEA encourages consumers to adopt are: make a switch to LED, use energy-efficient appliances, encourage the use of rugs and curtains to reduce the use of heating, segregating and recycle trash by using recyclable bins and recycling systems, food planning to reduce food waste, making small changes in the way to cook and save time, energy and money, and adding a

pressure compensating aerator to the taps for water and reduce the overall water consumption on households. And lastly, H&M with “Conscious Actions” and more specifically the “Conscious washing- Ecolaundry” gives consumers washing tips to reduce energy consumption. H&M encourages its customers to not wash clothes unnecessarily, lower the washing temperature, fill the washing machine, avoid dry cleaning, leave the washing out to dry, and give away clothes. These are all strategies targeted to change people’s behaviors, and adopt more sustainable practices at a household level. Furthermore, some companies are also incorporating blogs within their websites to share sustainability strategies. Natura has a blogging section that includes sustainability as one of its topics. A blogger from Natura posts different articles related to sustainability. People can register and then comment on the article, besides they can share it on Facebook. Though, H&M has a blog called H&M Life, there is no section related to sustainability articles.

Some companies have also created ecobrand to support their sustainability strategies. For instance, Natura created “Natura EKOS” a brand that sells products that are sourced in sustainable ways, and that are helping to provide incomes in the communities where the resources are extracted. H&M and its “Conscious Collection” that uses organic cotton – grown chemical-free, recycled polyester, and Tencel – a renewable material made of cellulose and produced with minimized environmental impact. While IKEA has become a member of the Forest Stewardship Council (FSC) since 1993, and is trying to source all woods from forests that are certified as responsibly managed. Moreover, IKEA has 15 organic products their Swedish Food Market range, like jam, coffee, pasta and more. And also serve organic food in the IKEA restaurants. All of these strategies from companies are targeting to influence consumer preferences towards products that have a higher environmental concern.

4.1.2 Facebook

Companies have created a Facebook profile as part of their presence in social networking sites (SNS). The corporate Facebook profiles were analyzed, and only in cases where there were inexistent, a regional one was chosen. There are a large number of companies’ Facebook profiles that sometimes made it difficult to identify which was the corporate profile. Based on the literature of Walker, Poyner, and West (2012) the metrics showed on Facebook not necessarily translate into more purchases of products. But they can serve as a proxy on the social media online actions and interactions that companies have. Therefore the focus on this analysis has more a qualitative approach rather than a quantitative. Several proposals related to the effectiveness on the use of UGC for advertising, highlight the attitude that advertisers must play in adopting the role as just another participating voice (IAB 2008). It has been said that advertisers must become a part of environment where consumers observe their ads; they must be prepared to talk *with* consumers, not *to* consumers, ceasing a degree of resistance of the control over their brands (IAB 2008). However, the observations made for this study confirms that companies are on this journey, still learning how to talk with consumers. Since the majority of the messages found on Facebook seem to be from a push strategy rather than a pull one. Moreover, Ellison, Steinfield, and Lampe (2007) suggest that Facebook is used for maintaining relationships that have already been created offline. In this case, the relationships instead of being created with people are created with brands offline. In other words, companies that already have a relationship with brands and companies are keen to ‘like’ the page of the company.

The content of Facebook messages in the four categories seems to be quite similar: 1) posts enriched by hypermedia that promotes their products, 2) riddles related to customer’s preference of certain products, 3) some posts that tell the history of companies through time, 4) links to other news or articles related to the core business of companies, and 5) pictures that show companies’ events. The content associated with sustainability strategies, is generally

related to messages and other hypermedia that substantiate their strategies already defined on their websites. For instance, the different sustainability programmes they are launching, and green products they offer. Facebook is used to confirm companies' behaviors in real life events.

1) **Eating category** - The content associated with sustainability strategies is generally explained through messages that support the sustainability strategies they defined on their websites. Companies are using Facebook to show publicly their actual involvement of in real life events. For instance, Chipotle shares pictures related to their collaboration in sustainability events such as the Bike Share at MidPoint Music festival in September 27-29 in Cincinnati. Also Chipotle promotes products that are sold the e-store such as t-shirts and hoodies made out of organic cotton. Other types of messages have a higher relation to strategies directed to social media. For instance, Panera's Food Chain Reaction invites people to invite friends on Facebook to join in a circle. And for each completed circle Panera will donate a bowl of soup to Feeding America. Moreover, Facebook is a useful feedback tool for customers to read other people's reviews about companies' products, and for companies to respond and clarify rumors. For instance, Starbucks posted a message saying "Happy to be here. #EarthDay" and there was a post of a user complaining the lack of support from Starbucks of the US troops/military. Starbucks replied to the user and posted a link that clarified this rumor (Starbucks, 2012). Companies are taking the time to reply to users, however, not to all of them but to posts from people that might be relevant for the companies' reputation.

2) **Moving category** - Three types of content are repetitive on companies Facebook profiles: 1) information promoting their products, 2) the history about the companies, and 3) events where companies participate in. Other posts try to interact with people, rather than only providing information. For instance, encouraging people to mention their design preferences and initiatives that encourage customers to share pictures with the community e.g. VW's 'pic of the week'.

Sustainability strategies on Facebook are related to 1) promote more environmentally friendly products (electrics and hybrids); 2) communicate facts of achieved environmental goals; 3) show pictures that verify real sustainability events; and 4) virtual games that promote sustainability. For the *first* type of strategies, companies encourage users to shift to the most efficient vehicles: BMW shows its i8 and i3 Concept Coupe; Renault-Nissan promotes Zoe, Kangoo, and Twizy; and Toyota the Prius plug-in hybrid. For the *second* type of strategies, sustainability messages of goals been achieved are, for instance, Renault's enhanced car features Laguna's LED daytime running lights, and Toyota's 5 million hybrids sold posts. The *third* strategy, messages show companies' sustainability events. For instance, VW posted pictures about the Think Blue World Championship 2011. And the *fourth* type of strategies, about virtual games VW has several gaming strategies. For instance the "Think Blue" initiative in gaming as a Facebook app, "Das Autorennen" which consists in driving races against friends, and "Hitchhike with a like" another virtual game. These three games have are brushed with promoting sustainability.

3) **Housing category** - The content of the messages posted on Facebook for the companies in the housing category are based on three main topics: 1) promotion for the products they sell, 2) historical facts of the company, and 3) pictures of companies participating in events. An example of the promotion of products is Electrolux that shows the kitchen appliances while being used with artistic photographs. Referring to the historical facts in the messages companies share on Facebook, usually they describe the development of the creation of new products, for instance Philips' post about "50 years of Philips care" with a picture that shows the different hairdryers it has manufactured since 1962 until 2012. While Philips and

Electrolux have more pictures that promote their products, Schneider Electric has more pictures related to the events it participates in. Schneider shows pictures of events such as showroom in Dubai and Abu Dhabi, pictures of the competitors in the Energy University by Schneider, and Cisco house to mention a few. Moreover, Philips posts inspirational quotes from famous people that encourage people to innovate, and do things different. Also, there are messages that engage people to reply to some questions e.g. *“How do you use lighting to create moods in your home? Tell us about it or send a pic!”* a message posted by Philips.

In relation to messages that promote sustainability strategies they also refer to: 1) environmentally friendly products – usually related to energy efficiency, 2) news of sustainability goals being achieved, and 3) events wherein companies participate that promote sustainability. The three companies Philips, Schneider Electric, and Electrolux promote their products on Facebook not with different intensity, ones more than others. Most important not all the messages that promote products contain detailed information about the environmental attributes of the products. Furthermore, sustainability achievements are also communicated through Facebook, for instance, Schneider Electric published: *“We are proud to be among the Global 100 most sustainable corporations by Corporate Knights.”* Most prominently, companies use Facebook to show pictures about the social and sustainability initiatives where they participate in. Electrolux has several pictures that promote the “Design Lab” in the different years that it has been done. Schneider Electric shows pictures of “Xperience Efficiency 2013” an event that aims to provide answers to energy and sustainability challenges in a city. Other example from Schneider is the pictures about the Solar Decathlon in Europe. Besides, Schneider provides on Facebook links to articles from other sites e.g. Bloomberg of news related to the company such as Ford and Schneider Electric joining forces for EV charging solution. Schneider Electric – as stated in the mission in their website – seems to have a high involvement with universities. Several pictures show contests and competitions that companies participate in, for instance “Go green in the city” as part of the initiative: Energy University by Schneider. Moreover, Schneider participates as a main sponsor of the Paris Marathon with the slogan: *“Every step counts for the race in efficiency”*. Philips has pictures that show events about the Philips Cape Town to Cairo Roadshow 2013, a solar soccer tour.

As a further matter, companies are using Facebook to link different SNS where they are present. For instance, Electrolux has launched several contests related to upload pictures on Instagram, Pinterest, or Twitter and add LOVEly and #Thinkingofyou during Valentine’s Day. Philips posts messages and pictures that encourage people to upload pictures in, for instance, Instagram and Pinterest. These initiatives support the media meshing observed by Hutton & Fosdick (2011).

4) **Shopping category** - The content on companies Facebook pages is quite similar, it includes: 1) posts in pictures and videos that promote the products they sell, 2) some posts in the form of questions that invite users to respond and give insights and opinions in certain topics, 3) posts that show companies’ events and initiatives, and lastly 4) posts that communicate achievements from the companies. Besides the posts that promote pictures, Facebook is strongly used for sharing pictures that show the companies interactions in events. For instance, H&M has a set of pictures that show the music festival “Coachella” and their presence in the festival. Moreover, posts that promote companies’ supporting certain causes or projects are also shared on Facebook. For instance, IKEA USA publishes posts that encourage people to join and participate in “The Life Improvement Project” – a project that encourages people to share the things they do to improve their life at home. For submitted projects IKEA USA will donate a dollar to Save the Children’s Early Steps to School Success (up to \$50,000). And people will have the chance to obtain a reward to win a weekly \$100 IKEA gift card. H&M shares posts related to the UNICEF -All for children collection

initiative – mentioning that 25% of all sales from that initiative will go directly to support UNICEF’s projects to promote children’s rights to education and protection in vulnerable communities. Also some companies have decided to incorporate marketing promotions within their Facebook profiles e.g. IKEA USA and M&S.

In relation to sustainability strategies on Facebook, companies usually promote their green products; show pictures on the initiatives that they participate in, and communicate achieved environmental goals. Natura and H&M promote their eco-brands: EKOS and Conscious Collection respectively. While Natura promotes the EKOS products without specifying the green attributes (less environmental impacts), H&M Conscious Collection mentions them explicitly: clothes are also made with organic cotton, which is grown chemical-free; recycled polyester, and *“We use Tencel® in our Conscious Collection, that launches today! Tencel® is renewable material made of cellulose and produced with minimized environmental impact. Find out more at www.hm.com/conscious-collection.”* M&S shares pictures on their participation in sustainability events, for example pictures about the “Big Beach Clean” that took place from April 22-28th in the UK. And IKEA USA promotes their “Sustainable Life at Home” strategies, and share news related to their support to environmental strategies. Companies in the shopping category show activity on their profiles everyday. Though, the rate on the number of posts related to sustainability is quite low, compared to the promotion on the products of their core business.

4.1.3 Twitter

Another SNS that companies are using as a communication channel is Twitter. Though, there are also too many Twitter profiles of companies. Besides that, the content of companies’ messages on Twitter has an overall similarity to the messages shared on Facebook. Since the length of the tweets (140 characters) is the main attribute of Twitter, companies’ messages tend to be concise and precise. Moreover, the possibility that Twitter allows to retweet customer’s messages that have used hashtags (#) with the name of the company, or companies’ programmes, enriches the diversity of tweets shared in the companies’ profiles. Besides hashtags facilitates the search for customers on certain topics. The statement that Hutton and Fosdick (2011) described as mobile devices triggering the effect of media meshing is indeed occurring in Twitter. People are encouraged to use Pinterest and Instagram to upload pictures and then share them on Twitter. In addition, Twitter constitutes the main channel where companies communicate their marketing promotions. Moreover, in some cases links to other SNS related to the creation of content on sustainability issues are published. Also, there are some tweets of unsatisfied consumers and companies usually apologize and then invite the customer to contact customer service offices.

Companies mainly use Twitter as a news reporter, supporting what devices Bowman, Westerman & Claus (2012) had said that Twitter seems to be more a news and information channel. Moreover, Wu et al. (2011) mentioned that Twitter originated around 50% of its tweets from traditional media sources, a statement that is also supported by the observation on this medium. Since companies communicate news related to the core business of the company, coming and past events, promote their products, and allow other users (persons or other institutions) whose messages about the company can be retweeted in the company’s profile.

1) **Eating category** - The tweets are related to their food menu, access to pictures posted on Twitter, Instagram, or Pinterest, and posts about YouTube videos of the history behind the food menu and other promotional videos about the companies. Some companies publish marketing promotions only through social media channels e.g. Panera mentions some hidden menus that can only be accessed via social media. For instance Starbucks published *“come by*

and enjoy your free cup before noon today; and get a \$5 Starbucks Card when you buy coffee for home". However, it seems that marketing promotions are mostly restricted to the US area.

2) **Moving category** – Companies in this category mainly tweet and share messages that promote their vehicles – pictures, promotional videos, and news related to the company. Some companies have used #sustainability when they present news related to sustainability strategies. Others use the hashtag to refer to their specific sustainability strategies e.g. VW #ThinkBlue.

3) **Housing category** - Companies in the housing category post everyday on Twitter. The focus on the messages is usually to promote the products they sell, the events they participate in, and some news related to the core business of companies. Electrolux has used the hashtags #DesignLab2013, #designplayground, Open Sauce competition, and LOVELY #Thinkingofyou; Schneider Electric has used #Energy University and #sustainability; and Philips #LED, #EnergyStar, and #sustainability. Twitter is also used to promote companies' mobile applications, for instance Electrolux gives publicity to the "Clean your mind" mobile app, and Schneider promotes "Multisight". And lastly, Twitter is also used to communicate the reached environmental targets, for instance Philips tweeted "*We achieved our 5-year carbon reduction target, with 25% decrease in CO2 emissions*". Moreover, links to other SNS related to the creation of content on sustainability issues are published. An example of this is Schneider Electric that provides a link to the Blogs created by Schneider Electric's employees.

4) **Shopping category** - Besides using Twitter to promote their products, some companies use it to complement with information the products they sell. For instance, Natura shares links to videos that consist of make-up sessions. However, Natura also share tweets that give tips on how to have a healthy lifestyle. Another example is IKEA's that also promotes events on Twitter: "*Chef Billy will tweet live from our handle on 5/13 with outdoor #entertaining tips! Tune in 10am-12pm ET.*" Besides sharing information about the company, companies use different types of strategies companies use to engage consumers. Companies do actions such as retweeting or replying comments from other people, inviting people to share their pictures with certain hashtags (#) and in other social media (Pinterest, or Instagram), and inviting people to join the several events (online and offline events). In relation to sustainability strategies, companies use Twitter to promote their greener products, and invite people to join their initiatives. The use of hashtags is used to categorize the information that is shared. For instance, Natura uses #NaturaSustentabilidad and #NaturaEKOS. M&S uses #PlanA, #shwopping, and #foreverfish. However, the Shwopping strategy also has its own Twitter profile. It can be assumed that the initiative has become so popular that it needs a full profile to only share information about it. Moreover, IKEA uses #sustainable when posts related to sustainability. And lastly, H&M uses #H&MConscious.

4.1.4 YouTube

The use of video clips within companies' websites and other SNS such as Facebook and Twitter enriches the content of the information provided by companies. YouTube is also being used as a funnel to redirect visitors to the other official SNS profiles of companies. However, not all the companies show links to the same social media sites. Furthermore, companies have created *playlists* to make it easier to navigate, and find the videos on people's interests. Playlists are usually named in a descriptive way that gives a hint on the videos contained, and makes it easier to find videos on certain subjects. Usually, the length of videos is short – no more than 10 minutes – since most of the videos are brief descriptions about companies' strategies, processes, initiatives, and events. The overall content of the playlists is also quite variable, while some companies have classified it similar to the content in their websites. Some others have classified it according to the subsidiaries – regional – companies

that are over the world. Regarding sustainability strategies, there are two types of videos in YouTube that support companies' sustainability strategies. The *first* type of strategy is based on videos that explain in detail the companies' sustainability strategies, with interviews to company members or interactive presentations. *Second*, are recordings from companies' sustainability events that show companies taking real action right on the spot. In other words, the videos shared by companies substantiate and raise credibility on the sustainability strategies companies are working on.

1) **Eating category** - Panera has a playlist called "Live consciously" there is a video that promotes Panera's Food Chain Reaction. Chipotle' playlist "On the farms" shows videos about local producers, and pastured-raised dairy. Other videos show companies' events and integration with the community. For example, Starbucks playlist named "Giving back" shows some videos about the "Food Project" initiative, that explains the involvement of young people growing some vegetables in Boston.

2) **Moving category** - Videos that are related to sustainability strategies are sometimes listed under the name of the strategies companies have adopted. For instance, BWM has a playlist named "What's next" with videos that explain the company's environmental achievements. VW presents the "Small your car" a miniaturization initiative and "Think Blue" videos that show demonstrations it has conducted in various countries e.g. the Piano Staircase. This was a demonstration in the Stockholm's metro tried to encourage people to use the stairs rather than the escalator. VW built up a piano in the stairs and the video shows people playing in the stairs, trying to play some melodies, and having fun. The results proved that 66% more people than normal chose the stairs over the escalator. The argument VW gave to this statement is that *"fun can obviously change behavior for the better"*.

3) **Housing category** - The number of playlists is variable depending on each company, for instance Philips and Schneider Electric have a closer number of playlists – nine and twelve respectively – while Electrolux has twenty five playlists. However, the playlists that are related to sustainability strategies in Philips is 'Home Living', in Schneider Electric 'Corporate' and 'Energy & Infrastructure', and in Electrolux 'Electrolux Sustainability'. The content of the videos are related rather to the description of the strategies, or to companies taking real action. For instance, "Vac from the sea" is an informative and promotional video by Electrolux that describes the problem of accumulation of plastic in the oceans, and how Electrolux has designed a line of vacuum cleaners from recycled plastic from the oceans.

4) **Shopping category** - M&S has two playlists concerning sustainability "M&S Plan A" and "M&S Shwopping", while H&M has "H&M Conscious". However, Natura has uploaded several videos related to Natura EKOS, though it has not created any playlist for any category. Moreover, IKEA USA has not any playlists concerning sustainability videos. In brief, the majority of YouTube videos uploaded by companies related to sustainability strategies are videos that explain the sustainability initiatives (in interviews or interactive presentations); and videos that show companies taking real action. Usually the videos are categorized with the same name of the companies' sustainability strategies.

4.1.5 Pinterest

Companies are using Pinterest to show with pins their interest on different themes. Regularly, these themes are linked to the core business of companies, and information that has been shared on their websites. In each category there are certain pins of pictures that illustrate the boards' topics. However, not all companies have already a Pinterest profile. In relation to sustainability, there are some boards related to companies' sustainability strategies, and they

are usually named after the companies' sustainability programme, or have a descriptive name that can make navigators identify the sustainability aspect.

1) **Eating category** – All three companies are Pinterest pinners. However, the number of boards that these three companies have are quite variable: Panera 16 boards and many of them related to social and environmental topics; Chipotle has 11 boards with none of them named after the “Food with integrity” strategy but containing descriptive boards about their core business; and Starbucks has 7 boards mainly focused on coffee but not explicitly related to sustainability.

2) **Moving category** - Out of the companies analyzed, the ones that are already pinners in Pinterest are VW and Volvo Group. However, regarding sustainability strategies neither both companies have created a board directly related to sustainability strategies.

3) **Housing category** - The three companies in the housing category use Pinterest and have an official profile. Among them Electrolux seems to be the one with more activity. Though, the board that has more pins is ‘Electrolux Inspiration’ which has interior design pictures, pictures about their products, and about food items. In relation to sustainability strategies Philips has a board called ‘Livable cities’ and Schneider Electric has ‘Green buildings’ and ‘Smart cities’ that relate to the topic. While Electrolux has more specific boards related to their sustainability initiatives e.g. ‘Vac from the sea’.

4) **Shopping category** - In relation to sustainability strategies, M&S has three Pinterest boards “The Big Beach Clean 2013”, “SCHWOPPING Joana’s trip to Senegal”, and “Schwopping”. And IKEA USA has two boards with content related to sustainability “Smart Solutions” and “People & Planet”. Natura has five boards but none of them are specifically for sustainability. And lastly, H&M has a Pinterest profile, but neither activity nor content is shown.

4.1.6 Foursquare

This social media tool provides companies the possibility for their customers to *check-in* on their facilities and share with their friends a feedback about the places they have been to. Foursquare could be a good tool to spread out the word – WOM – to show the places where your acquaintances hang out, making it more appealing for other people to visit. Currently, not all companies have an official Foursquare profile. Also companies that use it do not use it in the same way. While some of them only want to make it easier for people to find their facilities – and be able to appear on GPS locators – others use it to provoke more publicity for themselves. How? Well, companies want to bring customers to their real facilities to sell them their products. If they are on Foursquare they can be easily identifiable on maps, which makes it more likely that consumers can drop-by. But most withstanding as it has been shown in many studies consumers that share with their friends where they have been, are giving companies publicity indirectly, and bringing more customers to the places their acquaintances go to. In this case, companies that were more active on Foursquare were the ones in the eating category that invited customers to join them on their shops or restaurants. Also, Foursquare is like a verification tool that gives credibility on people’s actions, not only can you say where you have been, but also you can ‘prove’ you have been there. Such as Facebook increases credibility with pictures showing that companies were really doing something, were really in some place, and were really with some people. Facebook has now this check-in feature as well. Though, Foursquare is more used not only to check-in places, but rather to provide and obtain feedback from the people you know about the places you go.

1) **Eating category** - Panera, Chipotle, and Starbucks have a Foursquare profile that allows people to sign in when they visit their facilities, and give feedback about their experiences. Furthermore, Chipotle and Starbucks provide a direct link to the official company website and to Twitter. However, in relation to sustainability strategies on Foursquare, there are no specific strategies that can be depicted from the information that is available in companies' profiles.

2) **Moving category** - Foursquare is mainly used by companies in the moving category to make users 'check-in' to the facilities they are located in. There is no current evidence that shows companies promoting sustainability strategies on Foursquare.

3) **Housing category** - Companies in the housing category only to check-in the facilities that are registered in.

4) **Shopping category** - Out of the four companies analyzed in this category, only H&M has a Foursquare profile. This profile can redirect to the official H&M website and Twitter. Also, the promotional message invites people to sign in to get exclusive offers and tips. The other companies – Natura, M&S, and IKEA – do not have a Foursquare profile, but have some of their facilities registered where people can eventually check-in.

4.1.7 Mobile apps

Companies have launched mobile apps to be closer to its customers. Some of the apps are related to place orders from the mobile devices, others to access to online catalogues, give tips and advices of products, have remote control on lighting devices, and complementing the experience of their products and services.

1) **Eating category** - Chipotle launched a mobile app that allows customers to order from their mobiles, place the order, pay for the amount, and know the estimate pick-up time of their order. Starbucks' official app besides allowing consumers to pay from their mobiles, allows adding a Starbucks Card to Passbook – a simple way to manage passes on Apple products. This app provides a fast way for customers to pay at Starbucks: scan and go. Mobile apps are marketing strategies that are being incorporated to the main marketing strategies of companies' digitalization process. Adam Brotman (Starbucks CDO) and Curt Garner – Starbucks CIO – interviewed by Michael Fitzgerald mention the relevance of mobile applications on the path to Starbucks becoming digital. Adam Brotman states: *"We've done loyalty card and mobile integration with some acquisitions that you've probably heard about...[W]e've continued to roll out our global Web and mobile platforms, generally."* (Fitzgerald, 2013). Mobile apps constitute a tendency for companies to be closer to its consumers, and companies are working on enhancing these applications. However, regarding sustainability strategies in mobile apps for the eating category, there are no current apps from the companies analyzed that promote sustainability.

2) **Moving category** - The three companies analyzed have at least one mobile app on the iTunes App Store. For instance, BMW has "BMW Connected" provides users an easy way to utilize mobile apps easily and safely when in the road. VW launched a game based on the "Think Blue" initiative, where the winner is not the one who arrives first but the one who looks and thinks ahead and drives in the most efficient way. Volvo Group launched "Transporters" a game that challenges users to be in control of different vehicles (fire truck, garbage truck, bus, and boat) and other tools (snowplough, wheel loader) and users should put out fires, collect garbage, can pick-up passengers, clear the road from gravel, plough snow and drive a boat. The aim of this Volvo Groups' game is to learn that each vehicle has it's own strengths and weaknesses. In brief, companies offer different mobile apps for different

purposes. However, the mobile apps related to sustainability are related to ecodriving tips, and other games that raise awareness of the environmental impact of driving.

3) **Housing category** - The three companies in this category have more than one mobile app on iTunes. Philips has created “Philips Hue” as the way to control every Philips hue bulb in your home – a way of personal wireless lighting. Other apps by Philips related to: dental coach, healthcare medical, Philips TV, LED road calculator, health and fitness, healthy living, home lighting, and Philips My Remote. Other apps related to sustainability is the Philips’ app called “It’s a jungle” a game app with the slogan “*Deforest yourself, reforest the world*”. Schneider has also launched other apps related to: MultiSight, Marathon de Paris, E-catalogue, White paper, and Wiser lifestyle. Schneider Electric has launched “Strategy & Sustainability Highlights” that provides an overview of the achievements of Schneider Electric regarding sustainable development. Other apps by Electrolux: Touchline (for cooking needs), Electrolux Profi Steam (lifestyle). While the majority of the apps are free, Electrolux has designed an app that supports the vacuum cleaners that make no noise, and incorporates the concept of meditating while vacuuming; it is called “Clean your mind”. The app costs \$1.45 and consists of 5 meditating songs that are classified on different meditation advices and for the different rooms in a house e.g. “La respiration- Chambre 3”. In brief, companies are launching new apps related to their core businesses. Some of them relate to the incorporation and digitalization of their products such as Philips Hue, and some others are an enlargement of the services they provide e.g. Clean your mind by Electrolux. Other mobile apps relate to gaming strategies are also being launched by companies in the housing category.

4) **Shopping category** - Companies have at least one mobile app available on iTunes. Mostly, all of the apps launched by the selected companies are free of charge. M&S, IKEA and H&M’s app provide an online catalogue, but also the possibility of online shopping. This feature is complemented with a GPS nearby store locator that allow users to know if products are on stock and where can they purchase them. Moreover, IKEA even provides a description of where to find the product, in store. Besides, H&M’s app mentions that through the mobile app you can get exclusive promotions and offers. However, there are no specific mobile apps related to sustainability strategies explicitly for any of the companies.

4.1.8 Blogs and NGOs

Individuals, civil organizations, and NGOs have raised awareness of corporations’ behavior, exposing the acts and conducts of companies’ overseas. These groups have spread the word through the use of media on companies’ behaviors. Stolle, Hooghe, and Micheletti (2005) stated that these groups have intensified pressure on companies and governmental institutions to clean the industries and adopt better practices. Blogs constitute to a large extent a support on this theory. One major contribution for the creation of blogs from civil and other NGO institutions is the ability to portray a broader picture of companies’ behaviors. The content of blogs sometimes might contrast with what companies state. This brings the possibility for consumers to raise awareness on certain social and environmental concerns. Greenpeace, for instance, has a group of people working and testing if companies are indeed achieving the commitments they have signed-up for. Therefore, companies can be positively and negatively evaluated by these organizations. Other blogs show reviews of companies’ products or services, evaluations on the quality and performance of products. Another type of reviews based on less activist movements are the ones found on TreeHuger. Blogs talk about companies and their products; they expose and discuss companies’ real performance. Hutton and Fosdick (2011) mentioned that blogs and forums used to be platforms where people discussed only personal topics, more like the function of an online diary. But now blogs have become more specialized and expert on certain topics (Haider 2012; Li, Lai, and Chen 2011), in this case sharing information about companies’ performances and reviews about their

products. In brief, blogs tend to be the social media tool for stakeholders that want to analyze not what companies say about themselves, but what other entities (public, private, and individual) say about companies.

1) **Eating category** - Starbucks is mentioned in a blog for the “Pick of the Week” saying that with some Starbucks’ card and redemption codes, people are allowed to download paid content from Apple’s App Store. TreeHuger has articles related to Panera’s Pay-what-you-want scheme.

2) **Moving category** - Several civil and NGO institutions have commented on blogs concerning the automobile industry, giving positive and negative comments about their sustainability performances. Blogs mention the high-energy consumption in the manufacturing processes. Therefore, car manufacturers have responded by building new plants that will be more energy efficient, and will harness electricity from renewable sources e.g. BMW in Germany. Other entries on blogs are related to the promotion of electric and hybrid cars. For instance, Renault-Nissan and the partnership with the project “A better place” which aims to reduce global oil dependency by providing adequate infrastructure for electric vehicles in Israel. However, in blogs there is also information about companies’ challenges and opportunities. Greenpeace has listed several car-manufacturing companies for greenwashing, while extracting steel from pig iron that is smelted using large amounts of illegally logged timber from the Amazon rainforest (Yale Environment 360, 2012).

3) **Housing category** - Blogs tend to focus on companies’ overall performance. Greenpeace has listed Philips among the list of Green Electronics, and has mentioned Electrolux as a household leading brand that sells “greenfreeze” fridges. TreeHuger mentions Electrolux’s “Design Lab 2013”. And other blogs comment on news for instance, an announced partnership between Schneider Electric and Vattenfall Eldistribution of Stockholm. Moreover, blogs also portray difficulties that companies encounter in their daily practices such as Electrolux problems in Thailand with workers and unions. Overall, blogs constitute information that is not directly controlled by companies, hence, objectivity on companies’ performances can be reached through the exposure of positive and challenging behaviors that companies incur.

4) **Shopping category** - The possibility of reading reviews not only coming from companies, make blogs appealing for customers to find out the performance of companies’ products. NGOs also provide useful information that evaluates companies’ performances on their products and as entities. The majority of blogs and articles from NGOs for the shopping category acknowledge companies’ sustainability strategies and initiatives. For instance, TreeHuger mentions Natura EKOS as an example of cosmetics made with resources of the rich Brazilian biodiversity extracted in a sustainable form. TreeHuger talks about M&S and the Plan A initiative, the Oxfam clothing donation. Greenpeace – in an article called “The Forest House” – talks about the commitment between IKEA and the Forest Stewardship Council (FSC). TreeHuger also mentions H&M’s new organic cotton collection. However, blogs and NGOs also expose companies’ challenges. For instance, in its article “The Big Green Debate on Fashion” TreeHuger mentions that M&S packaging seems to be rather hard to recycle. And that M&S could do more about packaging recycling than any other large supermarket chain. Greenpeace, mentions IKEA as a major brand implicated in the Amazon destruction. TreeHuger talks about how IKEA has made modern design affordable and popular, while at the same time making it almost impossible for local designers and short-run production to compete, and with much of their production outsourced. Also, TreeHuger mentions how H&M has had its fair share of controversy- from organic cotton fraud to destroying clothing.

4.2 Primary data collection

4.2.1 Interviews

Vision of Panera's strategies

The environmental approach of Panera is not yet available on its website. However, Panera aims at reducing its environmental impact by incorporating best practices in its cafes that will: reduce waste, lower energy consumption, increase the recycled content of packaging, and engage associates in their sustainability efforts (Pat, 2013). Panera Bread is increasing the use of products made from recycled materials including: napkins, menus and other paper products; Panera's catering boxes; and new certified sustainable paper cups, soup packaging and other paper containers. Moreover, Panera has introduced serving trays that can be washed in the dishwasher, eliminating the need for paper tray liners. New register tape systems have reduced paper use as well. In addition, Panera is building new *greener* bakery-cafes using compact fluorescent lamps (CFLs) and installing energy-efficient appliances and systems (Pat, 2013). Although there is no company-wide recycling program due to differences in local recycling policies and systems, many of the bakery-cafes do recycle. Recycle bins are usually found out of sight behind the building facilities. Meaning that consumers cannot actually see them, but they are in existence. Recycling units are included in the new bakery-cafes and remodels are available for existing bakeries as well (Pat, 2013). This information helped to provide a clearer picture on Panera's environmental involvement, which is not explicitly found on their website.

Vision of Volvo Group's strategies

Volvo Group has a broad range of products and services (trucks, buses, construction equipment, and marine equipment). However, the focus of this section is based on the interviews conducted to members of Volvo Headquarters and Volvo Trucks. Therefore, these to areas of the corporation drive a stronger focus of this vision.

One of the categories of products that Volvo Group commercializes are trucks – crucial vehicles for transporting goods. Trucks should be used in an efficient way that not only can contribute to development, but contribute to sustainable development (Martensson, 2013). “[V]olvo Trucks is not only focusing on the trucks, but is trying to look at the truck industry total context as a part of society (Martensson, 2013)”. Some initiatives that Volvo Trucks is using to encourage sustainability are related to adopting a holistic approach regarding environmental aspects, and the role of transport in society. As a vehicle manufacturer Volvo acknowledges the need to work with many other stakeholders, in order to plan development in the right direction. Lars Martensson's point of view regarding sustainability has a strong focus on making efficient the vehicles to be more accessible to customers: “[T]o speed development in order to bring economies of scale to produce more environmentally enhanced products – at lower prices (Martensson, 2013)”. He mentioned that this would increase the number of vehicles purchased with lower environmental impacts. Volvo Trucks sees as companions in this path and are working together with universities, NGOs, transport buyers, truck drivers, transport authorities, and energy companies.

Today, Volvo Trucks uses all the available communication channels to promote green attributes (Martensson, 2013), ranging from traditional printed media to social media, seminars, etc. There is no specific way to address environmental messages. However, Volvo Trucks' website has available a large amount of information about its vehicles environmental performance (Martensson, 2013). Volvo Trucks does not use ecolabels to categorize products with lower environmental impacts, such as hybrids or alternative vehicles. The same

information that is available for traditional products is also available for green products. Martensson (2013) states: “[A]n ecolabel itself would not have a greater value. Instead, Volvo provides real data on the environmental benefits, anything from recyclability of the trucks, to the fuel consumption, emissions, noise, etc. Documents that support this information are used instead of ecolabels [...]”

The social media strategy for Volvo Group is relatively new (Martensson, 2013; Rydelius, 2013). While Volvo Group has a corporate social media profile that utilizes social media to communicate news about the company and the social and environmental implications of their products and services. Volvo Trucks sees social media as a way to address issues that are closer to the individual person – such as their costumers or the truck drivers. Currently, the main social media channel of Volvo Group is LinkedIn, besides Twitter and YouTube, but there is no official Facebook page for the Headquarters of Volvo Group. In general, the Group has started to use Instagram using hashtags when performing events and arrangements that also connects to Twitter and Pinterest. Also, Volvo Headquarters is using Yammer (Rydelius, 2013) a social network for business, where only people with a verified company email addresses can become members. Volvo Group do not communicate much about products and vehicles on social media. Rather they communicate sustainability in a more broad way, sharing information related to their CSR, and news about the Group (Rydelius, 2013). Together with Public Affairs, Volvo talks about “*Together we move the world*” the annual report, and sustainable transport solutions. In words of Gustav Rydelius (2013): “[W]e can communicate about a new truck. But at the same time we can communicate about a complete bus system. Somewhere else, we list up and communicate the employees, employer branding [...]” When it comes to communicating about green or hybrid vehicles, Volvo Group conveys to them from the implications as a Group’s perspective, rather than providing technical or detailed specifications about the vehicles. At Volvo Headquarters, social media is a daily work (Rydelius, 2013). The company updates its channels on a regular basis. The team has morning meetings to discuss what is happening in all communication channels, in which social media is just one of them (Rydelius, 2013). Volvo Group has the internal task to produce the content that is shared on their social media communication channels.

Furthermore, the use of social media at Volvo Trucks is seen as another communication channel, important to create interaction with customers about products, and get instant feedback on certain issues. (Martensson, 2013) stated: “[S]ocial media is a way to address issues that are close to the individual person – in their case the driver or buyer of the truck. Also it provides a way to interact with those individuals that otherwise will be difficult to reach [...]”. Volvo Trucks divides its products into: hard-products (trucks) and soft-products (IT tools, advices, trainings, help customers to reduce fuel consumption, use trucks in a more efficient way, etc.). Social media has traditionally being used to promote hard products, but to a large extent it also promotes other aspects, like environment and safety – which are maybe not so traditional. Social media appears to have a high potential for soft-products to an even larger extent (Martensson, 2013). Volvo Trucks’ website has an environmental calculation tool, and a footprint calculation tool for their vehicles. The information is based on LCA studies. Moreover, Volvo Trucks has launched several mobile apps to calculate the environmental impact of their products, and help customers understand what actions they can take – an impact-oriented perspective (Stern, 2000). Social media is an important channel for green products, but they are never called *green* but “environmentally-adapted” or products that have “less environmental impact”. (Martensson, 2013) mentioned that Volvo Trucks is learning how to use apps and tools. And that in general, social media is a lot about creating awareness about what the problems are, and what are the solutions that can be taken.

Vision of Schneider Electric's strategies

Schneider Electric is the global specialist in energy management. Meaning that beyond all the products that make energy savings and reliable, everything they do is towards greener business: energy efficiency, solutions for the smartgrid, integration of renewables, smart buildings, balance between demand and response of energy, and more. The business has a strong focus on behalf of sustainable development and most specifically around the energy challenge of today (Jacquin, 2013). Therefore, there is coherence between the marketing and sustainability strategies. In the words of Alban Jacquin (2013): “[S]ustainability means being aware of the responsibility Schneider has towards the economy, the environment, and the society when buying products. And what can consumers do to make the most responsible choices [...]” Schneider Electric promotes sustainability by focusing on the education about energy savings. For instance, the online Energy University created in 2009 contains more than 300 courses in 12 languages and allows more than 110 000 people to use it. It is a free e-learning tool about energy, energy efficiency, stages of energy, climate change, and related topics. All the e-learning courses are certified by training organizations. Schneider Electric also participates in major events and discussions about climate change and sustainable development. Moreover, Schneider Electric sponsors university projects such as “Go green the city”. And lastly, Schneider Electric is the sponsor of the *Solar Decathlon* – the Olympics of green energy. This event is co-organized with the US Department of Energy and the competition is based on proposals for efficient and green homes. Overall, Schneider Electric aims “[T]o raise awareness among customers that sustainability and profitability are not incompatible (Jacquin, 2013)”. To achieve these goals, Schneider Electric partners with the World Business Council for Sustainable Development (WBCSD) municipalities and local authorities.

Schneider promotes the green attributes of its products in two ways: 1) highlighting the environmental benefits of the products e.g.: if you use this product, you will save this amount of energy, and; 2) the environmental footprint of a product with the proper information to calculate the carbon footprint of product: LCA, materials, hazardous substances, and proper information to manage the end-of-life (EOL) of products. Also, Schneider Electric has created an ecolabel called *Green Premium*, which encompasses the information mentioned above. It complies with EU legislation restricting the use of hazardous substances in electrical and electronic equipment RoHS Directive (European Commission, 2013b), and the regulation on chemicals and their safe use Registration, Evaluation, Authorisation and Restriction of Chemical substances (REACH) (European Commission, 2013a). Schneider Electric provides an easy access to the environmental information of the products to customers (Jacquin, 2013). For instance, a customer can access the environmental information of a product by going to Schneider's *Green Premium* page in the company's website and type the reference of the product. The main communication channels that Schneider Electric uses to promote the environmental attributes of its products are the website, the marketing media campaigns (global or local), and printed campaigns in business magazines (Jacquin, 2013). During 2009-2011, energy efficient enabler product solutions have shown a growth of 9% (Jacquin, 2013). This year (2013) Schneider Electric will start commercializing *Wiser Energy Management System*, a smartgrid system applied to homes. It is a system that enables customers to measure not only the consumption of electricity, gas, heating system, etc., but also to control it remotely via a smartphone or a computer.

Social media is a recent phenomenon in Schneider Electric (Jacquin, 2013). Schneider Electric's corporate social media strategy consists on the leverage of social media to increase the share voice of the company, and the engagement of various stakeholders, starting with the employees (Jacquin, 2013). Social media has been used as an information channel for another audience, different from the one that normally uses the websites. Schneider Electric pushes information – e.g. articles published on the web about the company – through the different

social media channels. However, social media has not yet been used as a platform to discuss topics related to emissions, the roles of corporations, etc. In words of Alban Jacquin (2013) *“That is probably the next step. But today Schneider is learning how to leverage social media, meaning not only pushing information about the company, but pushing information also around general trends where everybody can have an opinion and share it. And, engage people into co-building some actions with the company, and not only commenting about the actions of the company (Jacquin, 2013)”*. Finally, for Schneider Electric social media has an important role to play in relation to sustainability. If there is a good initiative, it can easily be supported and populated from people all over the world. It can create actions that have a worldwide impact in a very short amount of time, and without the need of spending large amounts of money (Jacquin, 2013).

Vision of IKEA’s strategies

IKEA has considered sustainability since the foundation of the company, 70 years ago (Rusby, 2013). One of Ingvar Kamprad’s principles, IKEA’s founder, was not to waste materials, and to use few resources. This helps to reduce environmental impacts and reduces costs for customers. Rusby (2013) mentioned that *“[I]KEA has been criticized for encouraging excess consumption, because we focus on low prices. But we want to make products accessible to as many people as possible...[W]ith 3 billion extra consumers by 2030, those people will need home furnishings...[F]or us sustainable consumption is about finding a way to deliver products and services to those people who need them, in a way that has a reduced environmental impact and is good for people and communities”*. IKEA has 700 million consumers in their stores every year, which soon will be a billion consumers. IKEA communicates sustainability issues on the stores, websites and other channels, including information on how to save energy, water, and waste at home; is IKEA’s way to make a difference (Rusby, 2013).

IKEA has control over a whole value chain from product development, manufacturing, and retailing. Therefore, IKEA is able to take sustainability into account across the product lifecycle. Customers have also been asking to help them live more sustainably at home. *“People want to live more sustainably at home. But some people don’t know how to do this... [W]e need to make it very simple, and clear, and offer easy and affordable ways for people to do that. And communication plays a big part in that, to show people the opportunities that are available for them – simple things that don’t need to be expensive (Rusby, 2013)”*. To achieve these goals IKEA partners with: WWF, FSC, Better Cotton Initiative. For social issues, it also partners with UNICEF, UNHCR and other NGOs for more specific issues. IKEA’s core business focuses on products for home. Therefore its “Sustainable life for home products” initiative is a business opportunity to have a positive impact and help people live more sustainably in their homes. This strategy fits well with the core business. There is no special niche for green products. The strategy is to work to make all products more sustainable, and then have a specific range of products that help customers to live a more sustainable life at home. *“Our goal is to quadruple sales of products that help customers save energy, water, and waste, while reducing their bills. (Rusby, 2013)”*.

The two sustainability strategies IKEA has implemented are: 1) making products more sustainable in terms of how they are made and the materials products are made of, and 2) products to help people live more sustainably. IKEA setted a sale target to increase “Sustainable life at home” products by 4 times (Rusby, 2013). These products help customers to live more sustainably and show them some of the solutions that IKEA offers to achieve that, e.g. waste recycling bins, water saving taps. As an internal task, IKEA needs to identify the group of products that fit into this category. But consumers will not see them labeled as “Sustainable Life for Home” products, and rather as any other products. Today, stores are one of IKEA’s main communication channel for sustainability (Rusby, 2013). IKEA’s approach is to integrate sustainability into all communication channels – websites, store, catalogue, and PR. *“Sustainability is a natural part of what IKEA does, and this should not be any different when we*

communicate with customers. (Rusby, 2013)". In store customers receive messages about how they can help to improve their sustainability at home. Consumers get messages wherever they go, through different levels: information facts on product's labels, which will include sustainability information; big signs and graphics with sustainability information; rooms with products and information about energy savings, food storage, and waste reduction. *"As you are reading about the product, you are also reading about the benefits of the products, and one of those benefits to you as a customer is the sustainability side (Rusby, 2013)"*. IKEA does not currently plan to incorporate the use of ecolabels for its products. Instead of ecolabels IKEA provides information to customers through other channels, such as information tags on products in store. However, the FSC certification for wood and Better Cotton Initiative are incorporated in IKEA's purchasing requirements. Ecolabels are used for some IKEA Food products – for example for organic products.

Today, both the central Corporate Communications and Global Marketing departments (in Sweden) provide guidance and support for the retail countries around the world, but communications via social media is mainly handled at country level (Rusby, 2013). IKEA in different countries uses social media to engage with customers, for example to provide information and inspiration relating to home furnishing (Rusby, 2013). There is a central Corporate Communications function, and also Global Marketing function (in Sweden), they both provide guidance and support for the retail countries around the world. However, it's the retail countries who are driving social media themselves (Rusby, 2013).

5 Conclusions and implications

5.1 Conclusions about the research problem

Today, companies use social media to communicate their commitment to sustainability through different platforms. Websites are the main communication channel where companies share most of the information about their sustainability strategies and programmes. Websites also constitute a funnel that can guide people to the other social media where companies have profiles. The most detailed and technical information about companies' strategies and green products is found on websites. This can be seen as a proxy to analyze how familiarized and involved companies are with sustainability strategies. The information that is being shared on companies' websites has been constantly increasing. In previous years, B2C companies had a reduced amount of information that was publicly available for its stakeholders. However, this lack of information later on caused skepticism on product claims and companies' behaviors. The observation in this study shows that B2C companies are reaching a point where the type and amount of information that is being shared with its stakeholders on companies' websites is becoming more similar to B2B companies. Websites of B2C companies now provide technical information such as LCA studies and annual sustainability reports that are similar to the information that is provided for higher-risk decisions. In this regard, websites have become the main platform where information disclosure from companies is taking place, in this way supporting them to legitimize their sustainability initiatives and actions.

The other main social media that companies use are Facebook, Twitter, and YouTube. Facebook is a semi-formal dashboard where companies share different messages and hypermedia that support the statements contained on their websites. It also contains links to other articles related to companies' core businesses. In relation to sustainability strategies, Facebook supports this with links to hypermedia – pictures, videos and other links of relevant articles – that can substantiate companies' actions in real life events. In addition, companies use Facebook to promote their green products, also referred to as lower environmental impact products. Although these companies do promote their green products, in some cases there is a lack of information provision on the attributes that allegedly make that product have a better environmental performance. Twitter is a channel that is mainly used to share news about companies' sustainability strategies: promote green products, convene people to join sustainability events, and provide links to hypermedia – articles, news, pictures, and videos – that support companies' sustainability strategies. The use of hashtags (#) on Twitter makes data analysis easier, since posts can be classified according to different topics. Although companies are using Facebook and Twitter trying to engage consumers by posting some questions related to the company and their products. Companies do not get involved into larger discussions in these channels. YouTube is used to enrich the content on the other social media channels – websites, Facebook, and Twitter. Companies have created playlists that show videos that either detail their sustainability strategies – through interviews or interactive presentations, or show videos about companies' sustainability events. YouTube is also being used as a funnel to redirect visitors to the other official social media profiles of companies.

Other types of sustainability initiatives comprise mobile apps that trigger environmental awareness. VW launched a game based on their “Think Blue” sustainability initiative, where the winner is not the one who arrives first but the one who looks and thinks ahead, and drives in the most eco-efficient way. Other mobile apps promote environmental awareness in energy efficiency systems such as “Philips Hue” that provides an alternative where the lighting system in homes is controlled from a smartphone or a tablet.

Social media is being used to reflect what companies are doing in real life. However, each social media channel does not portray all of the sustainability initiatives that companies participate in. For instance, the Schneider Electric's Facebook profile does not mention all the sustainability initiatives that can be found on the companies' website. Also, companies' social media sustainability strategies can sometimes be offset by traditional marketing messages. Companies majorly tend to use social media to promote their products and services to the largest possible extent. Therefore, social media can only show their actual green product offering and environmental achievements on the management and operations performances. Meaning that if companies have not incorporated these strategies in top-management levels, they cannot be shown in the different social media channels. In a positive way social media can also reflect a higher involvement of companies with certain sustainability strategies. There are some cases where sustainability strategies have grown to the extent where companies have created specific social media channels for that strategy, e.g. the Shwopping initiative by M&S.

On the other hand, companies can control what they say about themselves in the different social media where they have created profiles, except for articles that are published in blogs and NGO sites. Blogs are the only social media platforms that are not directly controlled by companies, and provide reviews from other entities – such as civil society, NGOs, governments, and other institutions. This type of social media content is created by outsiders that can confirm or disclaim companies' actions. Companies have noticed that blogs have become the most appropriate social media platform to expand on discussions about sustainability with its stakeholders. Some companies have already created blogs within their websites. For instance, Schneider Electric's blogs about energy solutions, technology solutions, and vertical solutions; Electrolux's blog called "The Future InSight Blog" that provides topics for consumers related to the efficient use of products; and Natura's blogs that includes sustainability as one of its topics.

To a large extent social media has become a push for companies to consistently share more information about their practices and operations. Social technologies have the potential to initiate dialogue between companies and its various stakeholders. However it is important to keep in mind that social media is a marketing strategy for companies, meaning that it is a communication strategy that companies use to engage with stakeholders. And even with the transparency and legitimacy initiatives that have been lately incorporated into companies, there is some information that companies can and cannot share. Companies can share information about their product offering e.g. products with lower environmental impacts. But as companies they cannot disclose certain types of information that can compromise their reputation. It is not yet known to what extent companies will agree to share beyond the information they have already shared.

Corporate social media strategies are still quite new even for multinational and transnational corporations, in some cases they have only been introduced a year back (Martensson 2013; Rydelius 2013; Jacquin 2013; Rusby 2013). Companies are still learning how to initiate themselves in the social media world. Companies are relatively shy in social media, since they do not know how they should communicate as an organization to individuals. The social media observation in this research confirms that companies – to different extents – are still using social media as an online traditional media channel. Companies still have a large information push in the different social media channels, and lower information pull from its stakeholders. There is strong evidence that the evolution of social media has occurred in such a brief period of time that companies are uncertain on the time and resource investment of this media (Kaplan 2012). Tellingly, the percentage invested on an average marketing budget for social media in companies still accounts for less than 1%.

5.2 Implications for theory

Social media is recognized as the most popular medium today. There are many studies around social media theories, for instance, theories around online WOM, viral marketing, UGC, and implications of social technologies. However, the research about its interface with green marketing and sustainability issues is still scarce. Since most of the available information appears in professional and technical periodicals (De Bruyn & Lilien, 2008; Kent & Taylor, 1998; Van der Lans et al., 2010; Yang et al., 2010).

This thesis contributes to theories on corporate social media and green marketing strategies that promote sustainability, thus providing a foundation for future studies on this field. This thesis provides field observations with specific examples on current social media strategies that leading companies are using to promote their sustainability strategies.

5.3 Implications for policy and practice

Social media is a recent phenomenon, and institutions are still learning how to engage stakeholders in the different existing platforms. Companies have noticed that certain social media channels are not adequate to engage in larger discussions with stakeholders, and they are incorporating sustainability blogs within their websites. Blogs provide more space for companies and stakeholders to expand in sustainability discussions. However, promotion of these strategies is still scarce due to the fact that active blogs seem to have low engagement with stakeholders. Companies therefore have the opportunity to develop more strategies that can benefit from social media attributes and can turn out into effective initiatives that can engage people to adopt more sustainable lifestyles. Facebook constitutes a potential channel to widespread information related to sustainability. As Clark (2003) stated, Facebook is now so integrated into people's lifestyles that it is no longer perceived as a media. Therefore companies could potentially permeate information in this channel to communicate more practices about sustainability.

Companies have already broadened the scope of their operations by blurring boundaries beyond their actual operations and the social and environmental impacts of the industries where they perform. For example Volvo Trucks has designed sustainability strategies that not only communicate about their trucks, but is trying to look at the truck industry total context as a part of society (Martensson 2013). However, companies are still learning how to effectively engage consumers into these strategies and further strategies can be developed to achieve this goal.

Lastly, in regards to social media there is still a need for creating institutions that can deal with regulations of social media's privacy and security issues. Companies have defined their own terms of service (ToS). But more specific standards and regulations need to be developed to protect the information shared in these technologies.

5.4 Implications for methodology

This study focused on social media strategies with an emphasis on green marketing strategies that promoted corporate sustainability initiatives. However, another focus could have been on the analysis of companies' reports, also called social reporting. This approach could provide a deep understanding on current and future social reporting that nurtures with information the social media of companies. Also, the focus on this thesis was on large corporations, but there are small and medium companies that have better developed social media strategies. Observations on these latter companies could provide relevant examples of current practices that are also influencing people's behaviors and lifestyles.

Regarding the methodology followed in this study, this thesis has a strong basis on the social media observations that can confirm the visible strategies. But a larger number of interviews could provide a thorough understanding on companies' future trends in their inner vision on social media and green marketing strategies.

5.5 Further research

Although this thesis provided detailed examples on large companies' social media and green marketing strategies, the effectiveness of these strategies is not considered within this study. Further studies to measure the actual impact of these strategies could be useful as guidelines for companies to develop effective strategies. Also, a different focus could be approached by instead of companies choosing other actors such as retailers and NGOs. Retailers play a key role in consumption as mediators between companies and consumers. NGOs have strong involvement in raising environmental awareness. Therefore, a study of these actors could provide relevant insights to this field of research.

Overall, this study provides a contribution to the literature concerning the use of social media with a focus on green marketing strategies that promote sustainability. This opens the floor for further research that can concentrate to analyze the effectiveness of these strategies in specific social media platforms, in selected companies that can be used as study cases, and in particular social contexts.

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Appendix

Section I: Matrix of findings of social media observations

1) Eating Category

1) Eating category			
Company	Panera	Chipotle	Starbucks
Date accessed	April 18, 13	April 18, 13	April 23, 13
Website	<p>1) Panera Bread website. Shows the CSR strategies in About Us→ In the community. Information about the Operation Dough-Nation program, a creation for positive impact in the community. http://www.panerabread.com/about/community/?ref=/about/index.php</p> <p>2) Panera Cares website. The menu bar consists of: mission, what we do, news, stories, galleries, and location. Panera Cares Mission, talks about problems such as plaguing, hunger, food insecurity, and them being a catalyst for change in communities. Panera Cares Cafe shops practice the food donation to alleviate hunger. http://paneracares.org/</p> <p>3) My Panera website. Encompasses the online version of the membership card. This website provides to members information about articles and tips, recipes, and community. Besides a toolbar shows a quick access link to MyPanera activities on Facebook, Twitter, YouTube, Pinterest, and Foursquare. https://mypanera.panerabread.com/</p>	<p>1) Food with integrity program provides information on the list of requirements and guidelines that it follows regarding: animals, people, and environment. http://www.chipotle.com/en-US/fwi/fwi.aspx</p> <p>2) Philanthropy section, details the support they give to Community Gardens, and Food and Sustainable Agriculture Groups, among others. http://www.chipotle.com/en-us/talk_to_us/fundraiser_donation/fundraiser_donation.aspx</p> <p>There is a possibility to create an account within the website to access to news and information, and marketing promotions.</p>	<p>The section “Responsibility” entails topics related to: Community, Ethical Sourcing, Environment, and Global Responsibility Report Goals and Progress. http://www.starbucks.com/responsibility</p> <p>The environmental section details descriptions on: Building Greener Stores, Energy Conservation and Renewable Energy, Water Conservation, Recycling and Reducing Waste, Cup and Materials, Climate Change, and Explore Green Store. http://www.starbucks.com/responsibility/environment</p> <p>Another section called My Starbucks Idea dedicated to provide ideas classified in various topics, among them Social Responsibility. Users that have signed in can propose new ideas and vote for them. Latest posts encourage use of recycling bins, ceramic mugs, bike, organic products, fair trade chocolate, bike racks for parking, better housekeeping practices, etc. My Starbucks Idea is also present in Facebook and Twitter. http://mystarbucksidea.force.com/idealists?cat=Social+Responsibility&lsi=0&p=3</p>
Facebook	<p>User: Panera Bread (Company)</p> <p>1 853 891 likes; 82 591 talking about this; 1 427 416 were here</p> <p>Content of the messages related to the</p>	<p>User: Chipotle Mexican Grill (Food/Beverages)</p> <p>2 020 949 likes; 3 584 talking about this; 1 310 498 were here</p>	<p>User: Starbucks (Food/Beverages)</p> <p>34 309 123 likes; 458 693 talking about this; 7 464 666 were here</p> <p>Posts related to the products they sell.</p>

	<p>menu they provide in the bakery-cafes. Pictures of the meals, links to YouTube promotional videos, and history of Panera Bread. Also, informative nutritious facts e.g. the vitamins contained in salmon.</p> <p>Food Chain Reaction invites people to invite friends to join in a circle. And for each completed circle Panera will donate a bowl of soup to Feeding America.</p> <p>Posts about riddles for customers, e.g. “What’s the nicest thing someone has ever done for you?” “Share your story.” Also nutrition informative posts.</p> <p>Frequency posting: every second/ third day.</p>	<p>Large number of posts and pictures portraying Chipotle’s events and involvement with the communities. Festivals, panel discussions, and clips related to green food producers. Posts on environmental goals achieved such as 25M pounds of local produce. Questions encouraging people to answer e.g. What is in your burrito? Some messages have the signature –Joe.</p> <p>Posts that promote the products on the e-store http://store.chipotle.com such as t-shirts and hoodies made out of organic cotton.</p> <p>Frequency posting: ranging from every 2 to 6 days</p>	<p>Artistic pictures of coffee grains, and photos of their first stores and history around them. Other pictures related to community volunteering in activities e.g. Global Month of Service. Posts of some inspiring phrases e.g. so much to be thankful for, and do more of what makes you happy.</p> <p>Some other posts shared from other people that tagged Starbucks in their comment e.g. Eco-friendly shirts showcased at Starbucks by Alex Eaves of Norwell displayed through April – the Earth month.</p> <p>Frequency posting: ranging from every 2 to 6 days</p>
Twitter	<p>User: @Panerabread</p> <p>9 583 tweets; 14 535 following; 115 616 followers</p> <p>Overall, similar content as in Facebook, e.g. links to promotional videos, and is related to their food menu. Access to pictures posted on Twitter, Instagram, or Pinterest. Posts about YouTube videos of the history behind the food menu.</p> <p><i>Panera pic of the week</i> engages people in sharing a picture that portrays an interaction with their meals.</p> <p>Other posts mention hidden menus that you can only access to them via social media tools.</p> <p>Frequency posting: every second/ third day.</p>	<p>User: @ChipotleTweets</p> <p>142 300 tweets; 280 following; 176 664 followers</p> <p>Overall, similar content as in Facebook: promoting the festivals, pictures of the meals, links to promotional videos, and is related to their food menu. Same questions e.g. What is in your burrito? Posts promoting the articles in the e-store. Some messages have the signature –Joe.</p> <p>Though, there are retweets of people that have posted their own pictures eating a meal from Chipotle, and are retweeted by Chipotle.</p> <p>Frequency posting: ranging from every 2 to 6 days</p>	<p>User: @Starbucks</p> <p>14 746 tweets; 80 153 following; 3 695 398 followers</p> <p>Overall, similar content as in Facebook: pictures about the history, the coffee and other food products they offer on the menu, engagement with the community. Though, there are pictures uploaded to Twitter, and retweets of people’s posts related to #Starbucks. Tweets from other Starbucks branches: My Starbucks Idea, and Starbucks Partners.</p> <p>Several promotions are published via this medium e.g. come by and enjoy your free cup before noon today; and get a \$5 Starbucks Card when you buy coffee for home. Promotions are usually only applicable for the US.</p> <p>Frequency posting: ranging from every 1 to 3 days</p>
YouTube	<p>User: Panera Bread</p> <p>1 160 subscribers; 1 037 102 video views</p> <p>Links to the other social media where they are present: Panera Bread, MyPanera, Facebook, Twitter, Pinterest,</p>	<p>User: Chipotle Mexican Grill</p> <p>6 607 subscribers; 7 996 114 video views</p> <p>Links to the other social media where they are present: Twitter and Facebook.</p> <p>Four featured playlists: About Chipotle (3</p>	<p>User: Starbucks Coffee</p> <p>17 735 subscribers; 8 147 324 video views</p> <p>Direct link to the website is provided. Eleven featured playlists: Starbucks Verisimo (4 videos), Starbucks Canada (4</p>

	and Foursquare. Eight featured playlists on: Pasta the Panera Way (3 videos), Live Consciously (6 videos), Soup (6 videos), Grilled to be Great (4 videos), Bread Authority (5 videos), Meet the Bakers (5 videos), Bread Demos (3 videos), and Uploaded Videos (96 videos).	videos), On the Farm (4 videos), Back to the Start (2 videos), and Fun Stuff (10 videos).	videos), Starbucks Jobs (19 videos), Starbucks Deutschland (8 videos), Starbucks UK (12 videos), Music (7 videos), Starbucks VIA (5 videos), Giving Back (15 videos) entailing the Food Project, Spots, (21 videos) Coffee (46 videos), and My Top Videos (9 videos).
Pinterest	User: Panera Bread 7 772 followers; 502 following; 15 boards; 854 pins; 584 likes. Sixteen boards' categories: Savor Good Food, Live Consciously, Power Your Day, Panera in the Community, The Road Less Traveled, Know Your Food, Celebrate the Season, De-Stress, Eat Fresh and Nutritious, Break Bread, Feed Others, Live each Moment, Fresh Air, Take Care of Yourself, and Make today Better Challenge.	User: Chipotle Mexican Grill 351 followers; 14 following; 11 boards; 233 pins; 54 likes. Eleven boards' categories: Eat, Build, Support, Wear, Cultivate, Experience, Truck, Learn, Grow, Tour, and Cook.	User: Starbucks Loves 82 042 followers; 1 007 following; 7 boards; 930 pins; 170 likes. Seven boards' categories: Coffee Moments, Real Food, Coffee DIY, TWISI, Inspiring Spaces, Beautiful Objects, and Hosting the Holidays.
Foursquare	User: Panera Bread 9 062 likes on Foursquare Invites users to connect with them for the latest updates on menu items in their neighborhood bakery-cafe.	User: Chipotle Mexican Grill 117 791 likes on Foursquare Direct link to Twitter and the official website Few tips in the different locations Denver CO, New York NY, Dulles VA, and Hialeah (FL) mentioning the openings of different locations and other comments. Also signed by – Joe.	User: Starbucks 1 498 660 likes on Foursquare Direct link to Twitter and the official webpage. 8 tips published encouraging people to visit Starbucks facilities e.g. “If you need to study late, this is the store to do it at. It's open later than nearby stores.”
Mobile apps (iTunes)	No official apps available	Chipotle Ordering is a mobile ordering app launched by Chipotle. The purpose is to allow customers place an order, pay, and know the estimate pick-up time. The latest update of is version 3.0.3 updated on April 19, 2013. Available in three different languages: English, French, and Spanish.	Starbucks' official app besides paying from the iPhone, allows adding a Starbucks Card to Passbook. This provides a fastest way to pay at Starbucks – just scan and go. Latest updated version 2.6 on March 04, 2013. Available in three different languages: English, and German.
Blogs and NGOs	Positive: Panera now competes with Starbucks on the coffee front. Several blog posts give positive publicity to Panera Cares initiatives, e.g. TreeHuger talks about the Pay-what-you-want	Positive: Mentioned in Martha Stewart's everyday food blog. TreeHuger refers to Chipotle's restaurant in Gurnee, Illinois, wind-powered by 10% of the facility's demand of electricity. Others related to	Positive: Starbucks' iOS app starts “Pick of the Week” going mobile. With the use of physical cards with redemption codes on the back that allow users to download

	<p>Panera's scheme.</p> <p>Negative: Articles in blogs and news argue that pay-what-you-can scheme in Lakeview has created buzz among residents speculating that crime has risen.</p>	<p>the innovation of the menu e.g. new tofu-based vegetarian protein, Sofritas, in northern California's restaurants.</p> <p>Negative: The withdrawn of Chipotle's support to certain organizations e.g. Boy Scouts in Utah.</p>	<p>paid content from Apple's App Store.</p> <p>Negative: Starbucks Wi-Fi gets even more adds from Boingo Wireless. In Greenpeace Co-op America selected Starbucks as one of the "Ten Worst Greenwashers" of paper waste or purchase Fair Trade coffee. In TreeHuger, Starbucks introduced reusable cup sold for a buck. Though the previous target of saving 25% of beverages made in-store in reusable cups by 2015, was not achieved.</p>
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1) Moving category			
Company	BMW	VW	Renault
Last updated:	April 26, 13	April 27, 13	April 27, 13
Website	<p>1) BMW has a section called "Responsibility" that describes: a) What's Next – drivers and vision of BMW in different areas and the ones related to sustainability are: Zero emission, Sustainable mobility, Renewable energies, and Recycling; b) Sustainable value reporting; c) Stakeholder Dialogue; d) Employees; e) Society; f) Supply chain; and g) Services.</p> <p>http://bmwgroup.com/bmwgroup_pr od/e/0_0_www_bmwgroup_com/ver antwortung/verantwortung_2011.html</p> <p>2) Research & Development, describes in Mobility of the Future the initiative "Project i" that leads the task of spearheading sustainable development at BMW.</p> <p>http://bmwgroup.com/bmwgroup_pr od/e/0_0_www_bmwgroup_com/for schung_entwicklung/mobilitaet_der_z ukunft/project_i/project_i.html</p> <p>BMW mentions the most efficient performance car, only uses 140g/km CO₂, and the hydrogen vehicles.</p> <p>On the main website there is a toolbar</p>	<p>1) Sustainability and Responsibility has an interactive menu with the: Model of Sustainable Development, Sustainability Report 2011, News, Group Brands, Group Regions, Strategic Projects, CSR, Stakeholder dialogue, and Annual Report.</p> <p>http://www.volkswagenag.com/content/vwcorp/content/en/sustainability_and_responsibility/Discover_Sustainability.html</p> <p>2) Sustainability reports provide a substantial amount of information. The 2012 report under the section "Environment" there is detailed information about: Environmental Management, Climate Protection, LCAs, and Sustainable Mobility, to mention a few. http://sustainability-report2012.volkswagenag.com/en/environment.html</p> <p>3) 'Think Blue' is a VW programme with a holistic approach to ecological sustainability that integrates economical and ecological objectives. VW aims to reduce the environmental impacts of the operations by 25% per vehicle by 2018. Think Blue has</p>	<p>1) Sustainable development contains a set of topics related to: CSR, Environment, Social Policy, Ratings and References, and Social Entrepreneurship Sponsorship and Foundations. In the Environment section, more specifically in Life Cycle, the Renault-Nissan Alliance and EDF partnership for targeting zero emissions and preparing the mass-market launch of electric vehicles is explained.</p> <p>http://www.renault.com/en/groupe/developpement-durable/pages/developpement-durable.aspx</p> <p>2) Environment category listed in the official webpage explains Renault's commitment with the environment. Topics such as electric vehicle (Renault eco²); eco driving; and Renault, a committed player are listed. The Renault-Nissan Alliance is developing a complete range of 100% electric powertrains with power ratings of between 15kW (20hp) and 100kW (140hp). Electric vehicles: Kangoo ZE, Fluence ZE, Twizy, and ZOE. Moreover, Renault aims to become the first full-range car manufacturer to market zero-emission vehicles in use, available to the greatest number. Electric cars emit no CO₂ in use.</p> <p>http://www.renault.com/en/capeco2/pages/c</p>

	<p>with icons to links to other social media for sharing the content (Facebook, Twitter, Delicious, Digg, Stumble Upon, Mister Wong, Yahoo!Buzz, and Google. However, no access to the other official social networking sites (SNS).</p> <p>Lastly, they have a section related to press articles, where press releases about BMW can be found.</p>	<p>initiated many projects in different countries all over the globe (Australia, Germany, Italy, Spain and Sweden). http://thinkblue.volkswagen.com/en_COM/index</p> <p>Below the principal VW webpage there is a link to the official Facebook and YouTube channel.</p>	<p>ap-eco2.aspx</p> <p>3) There is a social media hub webpage to follow Renault in the different platforms. http://www.socialmedia.renault.com/</p>
Facebook	<p>User: BMW (Cars)</p> <p>13 343 082 likes; 185 906 talking about this</p> <p>Majority of posts show BMW cars and in different landscapes and links to access to more information about the vehicles. Other posts related to the BMW history, pictures on car showrooms and other events. Riddles encouraging people to share pictures that show where they have been with their BMWs. The winners will be featured in the app and the next issue of BMW Magazine.</p> <p>About sustainability strategies, pictures and promotional videos of “Project i” vehicles are displayed e.g. BWM i8 and BMW i3 Concept Coupé.</p> <p>Some replies to user inquiries, however not many of them.</p> <p>Frequency posting: everyday</p>	<p>User: Volkswagen (Product/Service)</p> <p>927 412 likes; 40 947 talking about this</p> <p>Ongoing posts, series of riddles for customers e.g. City or Autobahn? Where would you take your Scirocco on a sunny day?, quizzes e.g. automyths. Fan ‘pic of the week’ engage people to participate and send their own pictures. Links to YouTube videos about the vehicles, and history of VW. Links to access to more information about the vehicles; and posts about VW events encouraging people to join them e.g. We need you! Be part of the biggest brightest Volkswagen logo in the world. Lastly pictures of news and events e.g. rallies. When users ask for more information or give certain comments there are in many cases replies from VW providing more information.</p> <p>They have several Facebook apps: ‘Das Autorennen’ and consists of drive races against your friends, and ‘Hitchhike with a like’ another virtual game. Access to Think Blue on Facebook a riddle game, and also access to the official page of this initiative.</p> <p>Frequency posting: every 1 to 5 days</p>	<p>User: Renault (Cars)</p> <p>557 411 likes; 5 804 talking about this</p> <p>Pictures, facts, and videos about electric cars developed by the Renault-Nissan alliance (ZOE, Kangoo, Twizy). Other posts pinpoint Renaults enhanced car’s features e.g. Laguna’s LED daytime running lights. Pictures about Renault’s events e.g. Renault at Shanghai Motor Show.</p> <p>There was a contest about Renault Captur customized with different flags, the three ones who received the most votes will be done in real life.</p> <p>For the majority of the posts they have them on English and then a translation to French.</p> <p>Frequency posting: everyday</p>
Twitter	<p>User: @BMW Group</p> <p>1 426 tweets; 42 following; 101 575</p>	<p>User: @Volkswagen</p> <p>No content on the official Twitter</p>	<p>User: @Renault_Live</p>

	<p>followers</p> <p>Overall, similar content as in Facebook, e.g. links to pictures of the cars, news, auto shows, YouTube videos about Cleaner Production (#sustainability). Retweets from other followers.</p> <p>Frequency posting: every 1 to 3 days.</p>	<p>page. However, there are several VW profiles depending on the region e.g. VW USA.</p>	<p>5 438 tweets; 563 following; 25 799 followers</p> <p>Tweets related to the vehicles and their features. Retweets of different entities giving positive comments about Renault.</p> <p>Frequency posting: several posts everyday</p>
YouTube	<p>User: BMW Group View</p> <p>1 794 subscribers; 1 406 203 video views</p> <p>Direct links to official website and Twitter. There are four featured playlists: BMW Group Human Resources, BMW 3 series, What's next, and BMW Countdown 2012. The videos contained in 'What's next' use cartoons to explain the current environmental achievements e.g. saving up to 30 million liters of water per year; first company to recycle 100% of their waste; alternative fuel vehicles produce emissions as clean as water (937 views); factories run on renewable energy (630 views).</p>	<p>User: Volkswagen</p> <p>16 730 subscribers; 16 718 993 video views</p> <p>Direct link to other regional VW sites e.g. VW Deutschland. They have 38 featured playlists with various videos. The playlists related to the environment are: Small Your Car (a miniaturization initiative; Volkswagen Concept Cars (describes the E-UP, electric cars, e-scooter, and other innovations for renewables); Volkswagen Think Blue (videos of marketing strategies e.g. The Fun Theory – Piano Staircase.</p>	<p>User: Renault</p> <p>10 674 subscribers; 10 7911 331 video views</p> <p>Direct links to the official website, Renault TV, Facebook, Instagram, Twitter, Flick, and the Renault Social Media Hub.</p> <p>Several featured playlists, the ones related to the environment: Innovation and quality, Design-Concept cars, Electric vehicles, and Company's life.</p>
Pinterest	<p>No official Pinterest board</p>	<p>User: Volkswagen USA</p> <p>3 394 followers; 77 following; 21 boards; 398 pins; 10 likes.</p> <p>No evident boards related to the environment.</p>	<p>No official corporate Renault's Pinterest profile. However, Renault Spain created a lot of buzz from a Pinterest banner exemplifying how fast is to recharge a Twizy.</p>
Foursquare	<p>User: BMW</p> <p>744 likes on Foursquare</p> <p>No description is provided.</p>	<p>No official Foursquare webpage, though there are several facilities that are registered by VW e.g. Volkswagen Conference Center in Chattanooga TN, USA.</p>	<p>No official Foursquare webpage, though there are several facilities that are offer Renault services that are mentioned.</p>
Mobile apps (iTunes)	<p>'BMW Connected' is the official mobile app by BMW.</p> <p>This app intents to provide users an easy way to utilize mobile apps easily and safely when in the road.</p> <p>Price: Free</p>	<p>'Volkswagen (VW) Fan' a Web app. Other apps are games, VW magazines informative about their cars, buyer's guide, iCar data, and Think Blue Challenge.</p> <p>Think Blue. Challenge is a game in which the winner is not the one who</p>	<p>Renault's apps are related to: driving simulation games, utilities for the vehicles (telephone, music, GPS, radio, ecodriving), and lifestyle.</p>

	<p>Category: Entertainment Updated: Apr 19, 2013 Version: 2.0.0 Languages: English, French, German, Italian, and Spanish</p> <p>In addition there are other mobile apps related to: games, magazines, informative apps about their cars and motorcycles, and metering/velocity apps e.g. BMW Connected Drive, BMW i app (for electric car).</p>	<p>arrives first but one who looks and thinks ahead.</p> <p>Price: Free Category: Games Updated: Jan 23, 2013 Version: 1.1.5 Languages: English, German, Russian, Spanish, and Turkish</p>	
Blogs and NGOs	<p><i>Positive:</i> Blogs refer to BMW as a leader in the mobility category in the DJSI, the Global 500 companies. BMW is building new plants that will be more energy efficient. BMW will harness wind electricity in Germany, aiming to shut nuclear reactors, and boost renewable energy; and raise their profits avoiding the high current taxes.</p> <p>Toyota and BMW signed a MoU in 2012 to develop fuel cell systems, sports vehicle, lightweight technology, and post-lithium battery technology. DriveNow is the carsharing initiative of BMW.</p> <p><i>Negative:</i> Electric cars are too expensive for most Americans. Greenpeace mentions an article related to steel mills in the Amazon. Greenwashing can't hide the car industry's true colors.</p>	<p><i>Positive:</i> "Why VW" Stories, where people can share their stories on why do they have a VW. Live in a VW bus, some other blogs related to cars, carshows, etc. TreeHuger has articles about VW explaining the efficiency of cars.</p> <p><i>Negative:</i> In Greenpeace: VW is at the heart of a group of companies lobbying against new laws which we need to cut CO₂ emissions, reduce our oil use and protect places like the Arctic from climate change. "Tell VW to do their part for the Climate" many articles related to the CO₂ emissions from the vehicle industry.</p>	<p><i>Positive:</i> Blogs talk about the green cars congress; electric cars sales; government of France ordering 2100 Renault electric cars, overall promotion and explanation on the cars. TreeHuger has articles on the electric super cars; Nissan-Leaf; Renault ZE electric cars, Israel project "A better place".</p> <p><i>Negative:</i> Greenpeace published an article on climate change and the activists complaining to Electricité de France's (EDF) for proposing a new European Pressurized Water Reactor (EPR). Greenpeace activists argued that car companies will need to buy electric recharging car stations.</p>

2) Moving Category

1) Moving category		
Company	Toyota	Volvo Group Headquarters
Last updated:	April 27, 13	May 06, 13
Website	1) Sustainability comprises: CSR initiatives, Environmental Responsibility, Corporate citizenship, Report Library, and Special Content. A carousel banner shows links to: Toyotas Visionary Management, Eco driving, Toyota's Forestry, Vehicle Recycling, Toyota's Social Contribution activities, Sustainability Report 2012, and Environment Facts and	1) Responsibility by Volvo Group Global comprises: Sustainability reports, Strategic approach, Economic responsibility, Environmental responsibility, Social responsibility, Policies and guidance, Communication material, In focus, and Moving society forward. The 'environmental responsibility' depicts Volvo Group's vision to become the world leader in sustainable transport

	<p>Figures. http://www.toyota-global.com/sustainability/</p> <p>2) Innovation entails certain topics related to the environment such as: Environmental Technology, Intelligent Transport Systems, What is the Smart Grid envisioned by Toyota, and Personal Mobility. http://www.toyota-global.com/innovation/</p> <p>3) Toyota Social Media provides access to the other social media platforms where Toyota is present http://www.toyota-global.com/company/social/</p>	<p>solutions. They have included environmental care as one of the Group's core values. Volvo is in partnership with WWF, and has participated in the 'Future cities international conference', the BioDME project (dimethyl ether - one of the second generation biofuels), World Expo 2010, COP 15, and WIREC 2008.</p> <p>2) The official social media profiles are listed for Facebook, Twitter, YouTube, LinkedIn, Dailymotion, Delicious, Google +, Flickr, and Pinterest. http://www.volvogroup.com/GROUP/GLOBAL/EN-GB/VOLVO%20GROUP/SOCIALMEDIA/Pages/Socialmedia.aspx</p>
Facebook	<p>User: Toyota Special Showroom (Cars)</p> <p>425 209 likes; 1 673 talking about this</p> <p>Posts on pictures of the vehicles, car exhibitions, videos on special events e.g. Toyota's 5 million hybrids, racings, news on new features e.g. Toyota Carchive, rallies all over the world.</p> <p>Some posts that link users to Toyota's website in pursuit of the ultimate eco-car. Also, posts promoting Toyota Prius Plug-in Hybrid. And Toyota's Visionary Management on Sustainable growth.</p> <p>Frequency posting: everyday</p>	<p>User: Volvo Group Europe (Company)</p> <p>15 892 likes; 82 talking about this</p> <p>Posts on pictures promoting Volvo Trucks, BRT, Construction equipment. The description of the posts utilizes quite a number of hashtags e.g. #hybrid, #methane, #CO2, #noise. Posts that relate to the core business e.g. Decade of Action for Road Safety 2011-2020, photos on Instagram that show that VTrucks transport goods for consumers, in this case an example of flowers being transported in the Netherlands. Posts that retweet Instagram pictures (uploaded by followers), and then Volvo adds a message related to it e.g. <i>"The company that operates this Volvo Truck, Fordonsgas, is one of the first providers of Liquefied Natural Gas for vehicles in Sweden and Europe. LNG can be produced from renewable sources, further decreasing its environmental impact. While Volvo Trucks meet the technical specifications to run on alternative fuels, an adequate infrastructure is needed for them to operate in the market. Photo credit to Karin @thecake_ #VolvoGroup #VolvoTrucks #Sustainability #Trucks #LNG #Gas #Fuel #Sweden #Volvogram #instafun #instagood."</i> The messages that Volvo shares have a detailed description of the product's environmental attributes, and the positive effects of using them. Moreover, there are other environmental "posters" that address the current transportation challenges. Links to initiatives e.g. @anotherfuture project, to other news related articles, and Volvo's press releases on their websites. Pictures that show Volvo's initiatives e.g. Volvo Adventure Prize in Kia District School in Fiji. Social media strategies: Earth Hour Challenge Lottery. Screenshots on environmental facts and achievements published in their reports. Diagrams and figures seem to be prominent. Mentioning their companions: WWF. Pictures and posts about monetary donations. Promotion to their mobile app: Transporters. Some statistics related to the core business.</p> <p>Frequency posting: every 1 to 4 days</p>
Twitter	User: @Toyota_Global	User: @VolvoGroupEU

	<p>161 tweets; 2 following; 90 followers</p> <p>Similar content as in Facebook. For instance, tweets promoting the use of Carchive - a service for sharing images about cars with other users. News on Toyota's performance. However, tweets are more as informative messages.</p> <p>Frequency posting: every 1 to 2 days</p>	<p>1 638 tweets; 1 676 following; 1 802 followers</p> <p>Similar content of messages than on Facebook, but rather with a more Tweeter writing style: use of hashtags (#) and tagging some others (@). Though compared to Facebook there are more entries related to news and retweets relevant to the business of the company.</p> <p>Sustainability tweets related to facts about Volvo e.g. <i>"@VolvoTrucks recycles 87%+ of waste from its Dublin, VA plant. #sustainability #transport #resources #usa http://ow.ly/kqfaW"</i></p> <p>Some hashtags used: #hybrid, #biofuels, #sustainability, #emissions, and #CO2.</p> <p>Frequency posting: every 1 to 3 days</p>
YouTube	<p>User: Toyota Global Official Channel</p> <p>4 138 subscribers; 3 114 829 video views</p> <p>Direct links to the official website, Google +, Facebook, and Twitter.</p> <p>Playlists grouped in topics, but none of them seem to be only specifically for environmental issues.</p>	<p>User: Volvo Group</p> <p>512 subscribers; n/a video views</p> <p>Direct links to the official website.</p> <p>Playlists about: Favorite videos, Volvo Group Trucks Operations, Volvo Group employee stories, Volvo Ocean Race, Volvo history, Volvo Environmental Prize, Research & Technology, Volvo Group Media Relations VP Mårten Wikforss, and My Top Videos.</p> <p>Related to sustainability: Volvo Environmental Prize, Research & Technology, some others in 'My Top Videos'.</p>
Pinterest	<p>No official corporate Toyota's Pinterest profile. But many other regional profiles.</p>	<p>User: Volvo Group</p> <p>61 followers; 1 following; 6 boards; 26 pins</p> <p>Six boards' categories: Trucks, Buses & Coaches, Construction Equipment, Marine Power, Industrial Engines Systems, and Transporters.</p> <p>Apparently no board specifically directed for sustainability or environmental concerns.</p>
Foursquare	<p>No official Foursquare webpage, though there are several Toyota's locations that are pointed on Foursquare e.g. Toyota Global City.</p>	<p>User: VOLVO Group</p> <p>10 Total Visitors; 33 Total Check-ins</p> <p>No tips yet.</p>
Mobile apps (iTunes)	<p>'Backseat Driver' a mobile app for kids entertainment.</p> <p>Price: Free</p> <p>Category: Entertainment</p> <p>Updated: Sep 09, 2011</p>	<p>'Transporters' is the official Volvo Group's game that challenges users to move the world and make some good. Consist of being in control of a truck, a fire truck, a garbage truck, a snowplough, a wheel loader, a bus and a boat; put out fires, collect garbage, you can pick-up passengers, clear the road from gravel, plough snow</p>

	<p>Version: 1.2.0 Languages: English, Japanese</p> <p>Another app called Toyota Mobile/ Shopping tool. However, no access to the webpage any longer.</p> <p>Other apps related to galleries, games, magazines, lifestyle, and drive tools.</p>	<p>and drive a boat. The aim is to learn that each vehicle has it's own strengths and weaknesses.</p> <p>Price: Free Category: Games Updated: Feb 20, 2013 Version: 1.0.3</p> <p>Other apps the Ocean Race, and Worldtrucker.</p>
Blogs and NGOs	<p><i>Positive:</i> Blogs mentioning Toyota regaining position as world's top carmaker in 2012. Greenpeace convoy drives low-emissions message to MEPs Toyota being one of the car's convoys. In TreeHugger many articles talking about Hybrid Prius and Yaris.</p> <p><i>Negative:</i> Blogs Toyota Motors agreed to pay \$1.1 billion to settle a class-action suit by car owners who claimed they suffered economic loss because of unintended acceleration in its cars. Greenpeace calls Toyota as part of car industries' green washing. For instance, under covering investigation implicates top brands in 'Slaughtering the Amazon.'</p>	<p><i>Positive:</i> Blogs mainly talk about Volvo Group and its activities, news, and performance e.g. Volvo Group has partnered with the U.S. Dept. of Energy (DOE) with better buildings, better plants program by pledging to reduce its energy intensity by 25% during a 10-year period. Others about Volvo's sponsorship events e.g. 4 hour race with Volvo Group and Amnesty international in Malmö.</p> <p><i>Negative:</i> Customers unsatisfied with Volvo Truck's deliveries on time.</p>

3) Housing Category

3) Housing category			
Company	Philips	Schneider	Electrolux
Last date updated	May 01, 13	May 02, 13	May 02, 13
Website	<p>1) Sustainability – consisting of: Group Strategic Focus, EcoVision, Our Social Approach, Our Environmental Approach, Integrated Annual Report, Awards and Recognition, Downloads, and Contact Sustainability. http://www.philips.com/about/sustainability</p> <p>2) EcoVision – is Philips (since 1998) Divided into social and ecological approaches. Providing illustrations in facts and figures. Then Philips communicating the environmental achievements. http://www.philips.com/about/sustainability/ecovision/index.page</p> <p>3) Philips Green Logo - identifies</p>	<p>1) Sustainable development & Foundation – is the way Schneider Electric demonstrates the interests and prove that business, environmental, societal and social interests all converge. It details the: Sustainable Development Strategy, Planet and Society Barometer, Sustainable Governance, Environmental Protection, Social Commitments, Foundation, and Alliance to Save Energy. http://www.schneider-electric.us/sites/us/en/company/sustainable-development-and-foundation/sustainable-development-and-foundation.page</p> <p>2) Solutions – the Schneider Electric integrated solutions for residential market, buildings, industry and infrastructure, and</p>	<p>1) Sustainability- statement that describes the contribution to sustainable development through both operations and products. This section contains information on: The way we work, Products and Sustainability, Significant Impacts, Sustainability Reports, News about Sustainability, The Future Insight Blog, and Sustainability Contacts.</p> <p>Other topics included are: Climate, Global Compact, Performance, Environment, Energy label, GRI, Sustainability matters, and Innovation. http://group.electrolux.com/en/category/sustainability/</p> <p>2) Sustainability strategies- besides describing which are their initiatives,</p>

	<p>products that have a significantly better environmental performance. The aspects evaluated are: energy efficiency, packaging, hazardous substances, weight, recycling and disposal, and lifetime reliability.</p> <p>http://www.philips.com/about/sustainability/ourgreenproducts/ourgreenproducts/index.page</p> <p>4) Environmental approach – with a longstanding commitment based on the precautionary principle Philips strives to prevent threats and irreversible damage to the environment. This section contains: Green Innovation, Green Products, Green Operations, Chemicals Management, Product Recycling Services, and Biodiversity.</p> <p>http://www.philips.com/about/sustainability/ourenvironmentalapproach/index.page</p> <p>Social media access to different sections: Philips Health and Philips Design.</p>	<p>data centers are explained. The content is divided in: Energy Efficiency, Industrial Solutions, Machine Control Solutions, Integrated Power and Control Solutions, Lighting Control, Building Solutions, Water Wastewater, Renewable Energy, Demand Response Solutions, Power Management Systems, and Security and Video. http://www.schneider-electric.us/sites/us/en/solutions/solutions.page</p> <p>3) Green premium – is an Schneider ecolabel that provides customers the environmental information related to: carbon footprint, regulation and compliance of the use of chemicals (REACH; RoHS), information on the eco design(Product environmental profile PEP), and the reduction of end-of-life instructions (EOLi) by optimizing recyclability. http://www.schneider-electric.us/sites/us/en/products-services/green-premium/green-premium.page</p> <p>4) Blog Directory- Schneider Electric Blog on topics about: Energy Solutions, Technology Solutions, and Vertical Solutions. Articles can be shared on LinkedIn, Tweeter, Google+, and Facebook. http://blog.schneider-electric.com/</p> <p>Social media page – contains links to connect to Facebook, Twitter, and LinkedIn. http://www.schneider-electric.us/sites/us/en/company/facebook-k-twitter-linkedin-social-media.page</p>	<p>there is an online service Eco-calculator called “Ecosavings” that calculates the impact on electricity and water savings of replacing less efficient appliances with more efficient ones.</p> <p>http://group.electrolux.com/en/ecosavings-730/</p> <p>3) Energy label- Electrolux supports new EU energy label for vacuum cleaners. Electrolux uses for its appliances the energy efficiency label.</p> <p>http://group.electrolux.com/en/topic/energy-label/</p> <p>4) The Future InSight Blog- is a platform created by Electrolux to update their businesses and consumers on the progress the company is making towards their sustainability goals. There are 6 different entries since 2011 and the latest entry is “Inevitability of change” launched on May 30th, 2012. People can comment on the article through a Facebook plug-in. Though, the response rate of these articles is quite low, around two to four people commented.</p> <p>http://group.electrolux.com/en/category/the-future-insight-blog/</p> <p>5) Efficient use of products: refrigerators, washing machines, dishwashers, and tumble dryers.</p> <p>http://group.electrolux.com/en/category/sustainability/products-and-sustainability/efficient-use-of-products/</p> <p>Direct access from main webpage to Facebook, Flickr, Instagram, Pinterest, Slideshare, Twitter, and YouTube.</p>
<p>Facebook</p>	<p>User: Philips (Company)</p> <p>1 162 353 likes; 47 154 talking about this</p> <p>Content of the messages related to the products they sell, historical development of the company and its products. Messages motivating people to participate e.g. “How do you use lighting to create moods in your home? Tell us about it or send a pic!” Other inspirational quotes from recognized</p>	<p>User: Schneider Electric (Local Business)</p> <p>10 820 likes; 1 488 talking about this</p> <p>Photos related to Schneider events e.g. Xperience Efficiency 2013 that aims to provide answers to energy and sustainability challenges in a city; and Solar Decathlon Europe 2012. Schneider events involvement with universities e.g. “Go green in the city” smart building solutions contest in Malaysia 2013. Showrooms and</p>	<p>User: Electrolux (Appliances)</p> <p>1 066 372 likes; 52 848 talking about this</p> <p>Posts inviting people to participate in events e.g. “Playground” that invites toddlers, and tweens to submit sketches of kitchenware of the future, and the winners’ idea will be converted into a 3D sketch. Other projects such as “Design Lab” – inspired urban living – and “Open Sauce”. Other pictures of</p>

	<p>people: Albert Einstein, Confucius, Woody Allen, Andy Warhol. Other messages showing events where Philips participates e.g. Vienna R20 conference with Arnold Schwarzenegger in call for a switch to energy efficient LED lighting in cities.</p> <p>Messages and pictures that link Philips in other SNS, for instance Instagram and Pinterest. They also provide access to these other SNS in the Philips' profile.</p> <p>Frequency posting: every 1 to 5 days.</p>	<p>expos of their products e.g. in Dubai. Pictures of the managers being interviewed. Photos of the Schneider Electric Marathon de Paris with the slogan "Every step counts for the race in efficiency". And posts about the recognition of the company among the Global 100 most sustainable corporations by Corporate Knights.</p> <p>Access to Facebook apps: Energy University by Schneider, and Schneider TV.</p> <p>Frequency posting: every 1-5 days</p>	<p>showrooms of Electrolux in different locations. Many other pictures related to food and cooking.</p> <p>Social media contests e.g. in Valentine's day people were asked to share an idea of LOVEly food on Instagram, Pinterest, or Twitter and add the #Thinkingofyou.</p> <p>Frequency posting: everyday</p>
Twitter	<p>User: @PhilipsPR</p> <p>5 786 tweets; 1 415 following; 4 834 followers</p> <p>A more news-focused approach, with retweets of other entities mentioning Philips, news related to the core business of the company, links to Philips products.</p> <p>Tweets related to sustainability related to lighting (#LED) e.g. "Light Switch: Why you'll start using #LED bulbs this year http://ti.me/17Xk87a via @TIMEBusiness". Also they talk about #EnergyStar, and #sustainability – other articles in news related to this e.g. Antarctica Melting Brings Expanded Sea Ice Extent, Study Shows." Reached targets "We achieved our 5-year carbon reduction target, with 25% decrease in CO2 emissions"</p> <p>Frequency posting: everyday</p>	<p>User: @SchneiderNA</p> <p>5 294 tweets; 3 248 following; 18 407 followers</p> <p>Hashtags (#) related to their sustainability strategies: #Energy University, #sustainability. Invitations to join their events e.g. Xperience Efficiency 2013. Redirecting to energy manager today articles, and blogs from Schneider's employees e.g. Do You Like a Challenge? Take this Ecological Footprint Quiz!. Retweets of users that have commented on topics related to the company. Promotions of their mobile apps: Multisight</p> <p>Frequency posting: everyday</p>	<p>User: @Electrolux</p> <p>1 202 tweets; 911 following; 9 738 followers</p> <p>Retweets from individuals and other institutions talking about positive Electrolux initiatives e.g. Did you know @Electrolux makes vacuum cleaners from waste from the sea, including the Baltic Sea?</p> <p>Posts that promote the initiatives they are working on e.g. #DesignLab2013, #designplayground, Open Sauce competition, and LOVEly #Thinkingofyou. Promotion on the mobile app "Clean your mind".</p> <p>Posts with pictures promoting Electrolux products e.g. laundry steam. And lastly other posts of articles related to the company's core business e.g. cooking news.</p> <p>Frequency posting: everyday</p>
YouTube	<p>User: Philips</p> <p>5 681 subscribers; 17 160 657 video views</p> <p>Links to Facebook. Possibility to adapt the language of the channel.</p> <p>Nine featured playlists: Male Grooming, Women's Beauty, Entertainment, Home</p>	<p>User: Schneider Electric</p> <p>1 964 subscribers; 378 889 video views</p> <p>Links to the official website and to other social media where they are present: Twitter, Facebook, and Google+.</p> <p>Twelve featured playlists: Favorite videos, StruxureWare for Data Centers,</p>	<p>User: Electrolux</p> <p>1 221 subscribers; 1 803 014 video views</p> <p>Direct link to the website is provided, and other social media: Facebook, Twitter, Pinterest, and Google+.</p> <p>Twenty five playlists: Electrolux Cannes 2013, Electrolux IT, Electrolux</p>

	<p>Living, Coffee, Parenting, Healthy Living, Careers, and Philips Corporate.</p> <p>Related to the sustainability: Home Living → Lighting (36 videos).</p>	<p>Corporate, Energy & Infrastructure, Commercials, Our Customers, Our People, Industry, Residential, Buildings, Data Centers, and Our Story.</p> <p>Related to the sustainability: Corporate, and Energy & Infrastructure</p>	<p>Germany, Electrolux Denmark, Electrolux how to guide, Electrolux innovative products, Electrolux history, Electrolux sustainability, Electrolux design innovation, Electrolux cooking experience, Electrolux España, Electrolux UK, Electrolux Sweden, Keith McLoughlin, president & CEO of Electrolux AB, Electrolux – now you're cooking, Electrolux France, Electrolux spare parts and accessories, Electrolux le menu de Cannes 2012, Electrolux Design Lab 2012, Electrolux product animations, Electrolux Design Lab 2011 finalists, The Cube by Electrolux, Electrolux le menu de Cannes 2011, Electrolux Poland, and Electrolux Design Lab.</p> <p>Sustainability videos- CEO defines sustainability strategy, Vac from the sea promotion, and other videos that show Electrolux taking action in e.g. Helping people in Sudan building a water dwell.</p>
Pinterest	<p>User: Philips</p> <p>298 followers; 11 following; 5 boards; 77 pins; 0 likes.</p> <p>Five boards' categories: Be Inspired, Live Well Feel Good, Livable Cities, Into the Light, and Discovering Innovation.</p> <p>Related to sustainability strategies: Livable Cities.</p>	<p>User: Schneider Electric</p> <p>67 followers; 21 following; 7 boards; 2 pins; 0 likes.</p> <p>Seven boards' categories: Security, Home/Home Office, Green Buildings, Data Centers, Events, Process & Machine Management, and Smart Cities.</p>	<p>User: Electrolux Global</p> <p>2 009 followers; 611 following; 10 boards; 1 239 pins; 179 likes.</p> <p>Ten boards' categories: Electrolux Design Playground, Electrolux Inspiration, Electrolux Design Lab, Now You're Cooking, Now You're Cooking Inspiration, Open Sauce Competition Inspiration, Electrolux New Range Showroom Stockholm, Electrolux, Vac from the Sea, and The Cube by Electrolux Stockholm.</p>
Foursquare	<p>No official Foursquare profile, but some other profiles of the different facilities.</p> <p>E.g. Philips at IFA 2012; 631 likes on Foursquare. Invites users to connect with them, check-in to receive tips about places to hang out in Berlin and events.</p>	<p>No official Foursquare profile, but some other profiles of the different facilities.</p> <p>E.g. Schneider Electric in North Ryde</p>	<p>No official Foursquare profile, but some other profiles of the different facilities.</p> <p>E.g. The Cube by Electrolux – Bruxelles</p>
Mobile apps (iTunes)	<p>Philips Hue- the way to control every Philips hue bulb in your home – personal</p>	<p>Strategy & Sustainability Highlights - by Schneider Electric provides an overview of the achievements of Schneider Electric</p>	<p>"Clean your mind"</p> <p>Price: \$1.45</p>

	<p>wireless lighting.</p> <p>Price: Free Category: Lifestyle Updated: Dec 20, 2012 Version: 1.0.2 Languages: English, French, German, Italian, Spanish</p> <p>Other apps fro Philips related to: dental coach, healthcare medical, Philips TV, LED road calculator, health and fitness, healthy living, home lighting, and Philips My Remote. An app related to the environment called "It's a jungle" and their slogan is "Deforest yourself, reforest the world".</p>	<p>regarding sustainable development.</p> <p>Price: Free Category: Business Updated: April 08, 2013 Version: 1.4 Languages: English</p> <p>Other apps: MultiSight, Marathon de Paris, E-catalogue, White paper, and Wiser lifestyle.</p>	<p>Genres: Alternative, Music Released: Mar 06, 2013</p> <p>Other apps: Touchline (for cooking needs), Electrolux Profi Steam (lifestyle).</p>
Blogs and NGOs	<p><i>Positive:</i> Philips TV, razor what it is? It's design. Philips most innovative companies by MIT. Philips is joining medical equipment and lighting. Green product development, key to Philips' sustainability policies. Recognition on the spread of pollution created by global production and sourcing. Greenpeace has listed Philips among the list of Green Electronics.</p> <p><i>Negative:</i> Dell Sues Philips Alleging Cathode-Ray Tube Price Fixing.</p>	<p><i>Positive:</i> Announced a partnership with Vattenfall Eldistribution of Stockholm. Treehuger mentions Schneider as the winner of the "Large Corporation" category, a Future energy prize (no cash price).</p> <p><i>Negative:</i> Vulnerability Patched in Schneider Electric ICS Gear. Greenpeace mentions Schneider in articles related to France's Areva.</p>	<p><i>Positive:</i> TreeHuger mentions Electrolux Design Lab 2013 competition on social cooking, natural air, and effortless cleaning. Eight finalists will presents in front of professionals and a jury. Greenpeace says: 600 million "Greenfreeze" fridges have been sold worldwide by leading household brands including Electrolux.</p> <p><i>Negative:</i> Problems as a transnational company in Thailand with workers and unions.</p>

4) Shopping Category

4) Shopping category		
Company	Natura Cosméticos SA	Marks & Spencer Group
Last updated	May 03, 13	May 03, 13
Website	<p>1) Sustainability - they describe their core values, relation to sustainability etc. The content of the website is comprises: Their focus – containing information about their values, reports (using GRI), and sustainability history; Priority topics – water, relationships, residues, sociobiodiversity, leadership, education, and climate change; Initiatives – contain the same subtopics as the priority topics; Inspiring stories; and Gallery.</p> <p>http://www.sustentabilidadnatura.com.mx/</p>	<p>1) Plan A- doing the right thing is M&S sustainability strategy. The ultimate goal of becoming the world's most sustainable major retailer by 2015. M&S is working with customers and suppliers to combat climate change, reduce waste, use sustainable raw materials, trade ethically, and help our customers to lead healthier lifestyles. On the website access to reports (the most recent one is 2012) can be retrieved. They use GRI G3.1. http://plana.marksandspencer.com/?intid=gft_plana</p> <p>2) What we are doing – the five key areas where the Plan A</p>

	<p>2) Initiatives – Water footprint, dialogues with interest groups, replaceable Natura, recycling, Natura Ekos, Sustainable use, Amazonia programme, certifications, supplying communities, Natura movement, believe to see, environmental table, and neutral carbon. – Natura claims to utilize replaceable materials for their products, decreasing the extract of resources. They have a timeline where they expand on each relevant year and events that happened. http://www.sustentabilidadnatura.com.mx/iniciativas/</p> <p>3) Natura Ekos - is the sustainability brand that sells products that are sourced in sustainable ways, and that help to provide resources to the communities where the resources are extracted. http://www.sustentabilidadnatura.com.mx/iniciativas-sociobiodiversidad-ekos/</p> <p>4) Blogs → sustainability – a blogger that posts different articles related to the topic. People can register and reply, and share the article on Facebook. http://www.natura.com.mx/social/blog/sustentabilidad</p> <p>5) Registration- Create an account as a customer or as a sales representative. http://www.natura.com.mx/security/Registration.aspx</p> <p>Social media links to: Facebook, Twitter, YouTube, and Pinterest.</p>	<p>initiative is focused are described: Climate change, Waste, Natural resources, Fair partner, and Health.</p> <p>3) What you can do- is a section dedicated to giving tips to consumers to enroll in the sustainability path. Tips related to a more sustainable everyday life. A) How green are you? A poll that let you know. B) School of fish – a way to Discover the magic of the sea through films, games, maps and facts. C) Love food hate waste- learn how to cook without creating waste. D) Budget busters - Find out how much you could save on your household bills. E) Fishy Fact Quiz- a test on how much do you know about fish? F) Shwopping- Bring us the clothes you no longer wear and help Oxfam. G) Carbon calculator - Work out your carbon footprint with our calculator and see where you could offset. H) Easy guide to recycling- how and where. I) All about fish- why not trying something new? And J) Start a resolution- Make a resolution list, stick to it and win prizes. Get started on Facebook.</p> <p>Links to Facebook and Twitter.</p> <p>3) M&S account- users can sign in and create an account.</p>
<p>Facebook</p>	<p>User: Natura (Healthy/Beauty)</p> <p>1 686 532 likes; 51 088 talking about this</p> <p>Pictures and videos that promote the products they sell – cosmetics. Videos on make-up sessions. Other posts about the competitions e.g. Winners of Competition Chronos - Natura Chile. Messages encouraging people to share pictures that can become the next profile picture.</p> <p>It is worth to notice that since Natura is based on sales representatives, many of the messages posted from users are related to technical doubts about their work as salespersons.</p> <p>In relation to sustainability posts that motivate people to change e.g. What would you do to change your planet?; Take care of your planet, by taking care of yourself. Natura invites you to reflect upon the value of sustainability. Links to an article that mentions that Natura’s magazine uses certified paper, FSC (Forest Stewardship Council). Besides the digitalization of the magazine reduces the use of paper.</p> <p>Frequency posting: every month</p>	<p>User: Marks and Spencer (Company)</p> <p>1 307 489 likes; 56 661 talking about this; 9 309 were here</p> <p>Promotions on the products they sell: food items, flower bouquets, clothing collections, and decoration items. Discounts are published only for online shopping e.g. 20% Off today online only. Invitations to join to live chat with for instance, nutritionists.</p> <p>Encouraging messages for consumers to answer questions e.g. what would you do if...? Which one would you buy? What’s your new year’s resolution?</p> <p>Sustainability strategy posts related to the events they participate in. For instance, pictures about the “Big Beach Clean”</p> <p>Frequency posting: everyday</p>

<p>Twitter</p>	<p>User: @Natura_Mexico</p> <p>11 843 tweets; 10 368 following; 19 348 followers</p> <p>Tweets related to news of the company, and events that will take place soon, e.g. competitions. Hashtags #NaturaTODODIA. Make-up tips, recommendations for healthy lifestyles e.g. clear your mind before you sleep, then you'll have a deeper sleep, and tweets with morning and evening greetings. Promotion to the Natura's magazine website.</p> <p>Tweets about conferences in the radio by Natura members about the "Network of Sustainable Relationships". Hashtags #NaturaSustentabilidad, #NaturaEKOS. Tweets that promote green professions, and Natura Ekos. Promotion on the products that they sell that are related to the initiatives, motivating people to purchase certain products to support that cause e.g. if you buy Natura Ekos products you reduce the environmental impact.</p> <p>Frequency posting: every day</p>	<p>User: @MarksandSpencer</p> <p>33 408 tweets; 3 321 following; 195 569 followers</p> <p>Tweets related to fashion style debates, promotions of their products according to the seasons. Many posts related to the food menu offered in M&S. Many posts are repetitive. Links to other social media e.g. Pinterest #wedding board</p> <p>Promotion to the Plan A initiatives e.g. Shwopping (has it's own Twitter profile). Hashtags #foreverfish</p> <p>Frequency posting: several posts everyday</p>
<p>YouTube</p>	<p>User: Natura Mexico – sitio oficial</p> <p>6 333 subscribers; 1 464 032 video views</p> <p>Direct links to official website. There are no playlists. The videos uploaded are about: Natura's events, conferences, Natura Chronos, Natura EKOS, Make-up tips, NaturaTododia, testimonies, and videos about their initiatives e.g. Believe to see.</p>	<p>User: Marks and Spencer (M&S)</p> <p>2 440 subscribers; 2 650 021 video views</p> <p>Direct link to official website, Twitter and Facebook.</p> <p>Twenty one playlists: M&S Careers, M&S Workouts, M&S for Every Woman You Are, M&S en Francais, M&S Beauty; M&S Schwopping, M&S Summer to Remember, M&S Featured, M&S Competitions, M&S Lingerie, M&S Plan A, M&S Adverts, M&S Celebrity Interviews, M&S Women's Fashion, M&S Food, M&S Flowers, M&S Wine, M&S Men's Fashion, M&S Kid's Fashion, M&S Home and Furniture, and M&S per Una.</p> <p>Related to the environment: M&S Plan A, and M&S Shwopping</p>
<p>Pinterest</p>	<p>User: Natura Cosmetics</p> <p>681 followers; 1 following; 5 boards; 377 pins; 0 likes</p> <p>Five boards: Semeando Natura, Bem-estar, Como se faz, Presentes and Eu gosto.</p>	<p>User: Marks & Spencer</p> <p>4 282 followers; 31 following; 50 boards; 1 366 pins; 154 likes</p> <p>Boards related to sustainability strategies: The Big Beach Clean 2013, SCHWOPPING Joana's trip to Senegal, and Schwopping.</p>
<p>Foursquare</p>	<p>No official Foursquare webpage, though there are several shops registered where they sell Natura's products.</p>	<p>No official Foursquare webpage, though there are several facilities that are registered by M&S e.g. Head Office</p>

		Paddington, London
Mobile apps (iTunes)	<p>Natura LATAM the magazine – country based – that contains the available products.</p> <p>Price: Free Category: Health & Fitness Updated: Feb 29, 2012 Version: 1.1.9 Languages: English, French, Italian, Portuguese, Spanish</p> <p>Other app 'Natura Brasil' provides information about reviews of their products and where to find a sales representative.</p> <p>There is no current application on Natura Ekos.</p>	<p>'M&S' an e-store with access to the catalogue and where customers can purchase from there.</p> <p>Price: Free Category: Lifestyle Updated: Mar 21, 2013 Version: 2.1 Languages: English</p> <p>There is currently no app for Plan A sustainability strategy.</p>
Blogs and NGOs	<p><i>Positive:</i> Blogs talk about beauty advices and tips about the products. TreeHuger has many articles on Natura Ekos as an example of a brand, saying that Ekos cosmetics line of products by Natura is made with resources of the rich Brazilian biodiversity extracted in a sustainable form.</p> <p><i>Negative:</i> No negative comments about the company on Greenpeace or Treehuger. Though, the other blogs are in Portuguese.</p>	<p><i>Positive:</i> Articles that talk about the online shopping and description on how big is M&S. Other with a sense of humor on a ticket on meat: beef/horse meat. M&S raises the bar on safe use of chemicals in textile production - sustainable fashion. TreeHuger talks about M&S and the Plan A initiative, the Oxfam clothing donation, Trial Recycled PET Packaging.</p> <p><i>Negative:</i> Complaints on the products, and prices of M&S. Greenpeace mentions the inquiry to M&S to eliminate hazardous chemicals from clothing. In TreeHuger "The Big Green Debate on Fashion", an article about M&S packaging seems to be rather hard to recycle. A report mentioned that M&S could do more about packaging recycling than any other large supermarket chain.</p>

4) Shopping category		
Company	IKEA	H&M
Last updated	May 03, 13	May 03, 13
Website	<p>1) About IKEA- a section that entails: People & Planet --> with the subtopics: Sustainable life at home (videos and articles on making a difference without leaving your home); Energy and resources (how they work behind the scenes to protect the world's resources); and People and Communities (what they do to try to help create a better life for people and communities).</p> <p>Three other elements are contained in this About us- people</p>	<p>1) Sustainability- entails three sections: a) About H&M Conscious- includes: A message from CEO; Interview Helena Helmersson; Our value chains and its challenges; Vision and policy; Strategy; Management and governance; Stakeholder engagement; Membership and collaborations; and What others say b) Our commitments - About our commitments; Provide fashion for conscious customers; Choose and reward responsible partners; Be ethical; Be climate smart; Reduce, reuse, recycle; Use natural resources responsibly; and Strengthen</p>

	<p>and planet. A) Access to Reports & Strategy an access to Sustainability Reports since 2009. They use GRI and the UN Global compact 10 principles and have incorporated the FSC ecolabel for sustainable harvested forest products. B) The IWAY is the code of conduct for their suppliers, an 18 pages document specifying certain requirements. C) A link to the Yearly Summary Film, IKEA partnerships (UNICEF, WWF, and Save the Children); and to the IKEA foundation.</p> <p>2) Sustainable life at home – make a difference without leaving your home, proposes products and solutions to help people live a more sustainable life at home. Strategies focused on: LED & lighting, energy-efficient appliances, textiles, waste and recycling, energy-efficient cooking, saving water, and using resources wisely. Moreover, they have 15 organic products their Swedish Food Market range, like jam, coffee, pasta and more. And also serve organic food in the IKEA restaurants. http://www.ikea.com/ms/en_AU/about_ikea/people_and_planet/sustainable-life-at-home.html</p> <p>3) People & Communities- IKEA supports communities by cooperating with companies, trade unions, non-profit organizations and communities. For instance, with partnerships with UNICEF, Soft Toys for Education programme.</p> <p>4) MyAccount- an IKEA FAMILY membership</p> <p>No links to other social media.</p>	<p>communities.</p> <p>c) Reporting & resources – that includes: Sustainability reports; How we report; Policies; Case studies; Videos, and news. They use GRI G3.1.</p> <p>2) Conscious Actions- the activities H&M does in relation to sustainability, their commitments, and be climate smart. The information exposed tells if the goals have started, if there is more to do, and if they are on track. The topics being evaluated are: Goals for reducing the operations GHG emissions; reduce the electricity use in stores; source 100% of electricity from renewable sources, choose and promote environmentally-conscious transport, and promote energy efficiency amongst their suppliers. http://about.hm.com/AboutSection/en/About/Sustainability/Commitments/Climate-Smart/consciousactions.html</p> <p>3) Use natural resources responsibly- guidelines on raw materials, water, chemicals management, paper, and environmental requirements for suppliers.</p> <p>4) Communities – H&M wants to invest in long-term collaborations that deliver lasting results. They give to projects financial support, time and in-kind donations. In addition, they engage customers in some of our community projects through cause-related products and additional in-store donations. http://about.hm.com/AboutSection/en/About/Sustainability/Commitments/Communities.html</p> <p>5) H&M Life - a sort of H&M blog that posts articles related to their clothing. And possibility to have a MyH&M if signing in.</p> <p>No links to other social media.</p>
<p>Facebook</p>	<p>User: IKEA USA (Company)</p> <p>2 009 751 likes; 59 894 talking about this; 475 049 were here</p> <p>Since a corporate IKEA Facebook profile was not found, the IKEA US was chosen for the analysis.</p> <p>Pictures on IKEA’s design and decoration that promote the products they sell. Others promoting the food in the IKEA restaurants. With special promotions e.g. “If you have a purchase for more than \$100 you can have meatballs for dinner at the IKEA restaurants for free, promotion valid 4 days.” Other messages that ask about peoples’ preferences and behaviors, e.g. “What’s for dinner at your house tonight” Posts that redirect you to the website on “The Life Improvement Project” by IKEA. A project that encourages people to share the things they do to improve their life at home. For submitted projects IKEA will donate a dollar to Save the Children’s Early Steps to School Success (up to</p>	<p>User: H&M (Clothing store)</p> <p>14 601 799 likes; 252 183 talking about this; 230 850 were here</p> <p>Photos that show the catalogue and collections. Facebook surveys e.g. Have you heard about H&M’s garment collecting program? If so, where did you hear about the program? A: a) in store, b) online, c) WOM. Other posts asking people to say preferences of garments. Pictures of H&M events e.g. participation in the Coachella music festival. Videos on the making of catalogues. Links to fashion blogs, e.g. Martina Vackova. And Facebook events being added to H&M profile e.g. Fist store open in Mexico and Thailand in 2012. Pictures that promote the supporting initiatives e.g. Fashion against AIDS.</p> <p>Sustainability strategies related to posting catalogues of the “Conscious Collection”, made out of Tencel – a renewable material made of cellulose and produced with minimized</p>

	<p>\$50,000). And people will have the chance to obtain a reward to win a weekly \$100 IKEA gift card. How-to-Tuesday messages, how to do things.</p> <p>In relation to sustainability, news related to the support of the environment, e.g. the installation of a solar energy system in Westampton, New Jersey; and a 100 day campaign urging federal policymakers to take action on climate change. Also, links to sustainable life at home website.</p> <p>Links to other social media: Pinterest.</p> <p>Frequency posting: everyday</p>	<p>environmental impact. Details about this collection are given: clothes are also made with organic cotton, which is grown chemical-free; recycled polyester. Other posts promote the support of H&M to UNICEF-All for children collection initiative - 25% of all sales go directly to support UNICEF's projects to promote children's rights to education and protection in vulnerable communities.</p> <p>Frequency posting: everyday</p>
Twitter	<p>User: @DesignByIKEA</p> <p>5 981 tweets; 106 following; 149 787 followers</p> <p>Information about events e.g. "Chef Billy will tweet live from our handle on 5/13 with outdoor #entertaining tips! Tune in 10am-12pm ET." Hashtags used #picoftheweek, #HowToTuesday. Encourage people to share ideas and pictures.</p> <p>In relation to sustainability #sustainable. Tips on how to live a more sustainable life e.g. "Wash laundry in cold water. Most clothes don't need hot water, and 90% of the energy is used to heat the water!"</p> <p>Access to other social media: Pinterest.</p> <p>Frequency posting: several posts everyday</p>	<p>User: @HM</p> <p>6 296 tweets; 189 following; 1 978 744 followers</p> <p>Similar content as in Facebook - Tweets about collections, and catalogues promoting clothing. Though content on Twitter is enriched by some news related to the fashion industry. Some of the news are retweets from other sources. Many retweets also from fashion bloggers. Direct responses to users complaints about social conditions of workers, and they provide a link where there is more information.</p> <p>Promotion to the campaign H&M Conscious. Links to videos. Hashtags #HMConscious</p> <p>Link to other social media, e.g. Instagram to encourage users to upload their festival outfits for Coachella to Tumblr.</p> <p>Frequency posting: everyday</p>
YouTube	<p>User: IKEA USA</p> <p>4 328 subscribers; 2 899 979 video views</p> <p>Playlists on: Inside IKEA, Living with textiles, Bedroom, Kitchen, Living room, Fix this kitchen, Get design & style tips, View our ads, and How to build.</p> <p>None of these playlist are directly related to sustainability strategies.</p>	<p>User: H&M</p> <p>44 222 subscribers; n/a video views</p> <p>Direct links to official webpage.</p> <p>Playlists about: H&M Loves Music, H&M for Brick Lane Bikes, David Beckham Bodywear for H&M, H&M Conscious, H&M Guest Designer Collaboration, H&M Fashion Events, Behind the Scenes at H&M, H&M Campaigns, and H&M Life- Fashion Inspiration.</p> <p>Related to sustainability: H&M Conscious.</p>
Pinterest	<p>User: IKEA USA</p> <p>22 012 followers; 47 following; 23 boards; 944 pins; 84 likes</p> <p>Boards related to sustainability strategies: Smart Solutions,</p>	<p>User: H&M USA</p> <p>There is a profile, though there is no activity, nor content.</p>

	and People & Planet.	
Foursquare	No official Foursquare webpage, though there are several facilities where people can check-in e.g. IKEA - Red Hook - Brooklyn, NY.	User: H&M USA 33 241 likes on Foursquare Direct link to the official website, and to Twitter. Inviting people to follow them on Foursquare to get exclusive offers and tips.
Mobile apps (iTunes)	<p>'IKEA' an app for online shopping, create shopping lists anytime, finding out if the products are on stock, and where to find it in the store.</p> <p>Price: Free Category: Lifestyle Updated: Apr 10, 2013 Version: 1.4 Languages: English, Chinese, Czech, Danish, Dutch, Finnish, French, German, Hungarian, Italian, Japanese, Malay, Norwegian, Polish, Portuguese, Romanian, Russian, Slovak, Spanish, Swedish, Thai</p>	<p>'H&M' app gives access to the catalogue, and sends exclusive promotions and offers. Share your favorite items with your friends and family through Facebook, Twitter and email. And use GPS to find the nearest store, wherever you are in the world.</p> <p>Price: Free Category: Lifestyle Updated: May 02, 2013 Version: 2.0.3 Languages: English</p> <p>Other apps for lifestyle styling your car, photos, the Ocean Race, Volvo Trucks.</p>
Blogs and NGOs	<p><i>Positive:</i> Articles talking about the positioning of IKEA as the best recognized furniture brand. Positive employee reviews. Greenpeace in an article called The Forest House talks about the commitment with IKEA and the Forest Stewardship Council. Also, how IKEA is a progressive climate leader to set an EU target on 30% by 2020 compared to 1990 levels. IKEA has eliminated hazardous chemicals from its products. In TreeHuger IKEA now offers wind and solar powered outdoor lighting. IKEA to Expand US Solar Investment to 75% of Stores. IKEA Bans Plastic Bags. IKEA Sells Used Furniture (Only in Sweden for Now).</p> <p><i>Negative:</i> Complaints from customers in IKEAS service. Greenpeace, mentions IKEA as a major brand implicated in the Amazon destruction. In TreeHuger they talk about how IKEA has made modern design affordable and popular, while at the same time making it almost impossible for local designers and short-run production to compete, and with much of their production outsourced.</p>	<p><i>Positive:</i> H&M Kicks Off Garment Recycling Program. During the Oscars 2013: Nominee Helen Hunt wears H&M and wins. TreeHuger mentions H&M's new organic cotton collection. H&M was awarded a 'Flower' back in August for a range of babies' clothes.</p> <p><i>Negative:</i> In TreeHuger H&M has had its fair share of controversy- from organic cotton fraud to destroying clothing. Greenpeace has found that hormone-disrupting chemicals [nonylphenol ethoxylates (NPEs). NPEs -- which are used as surfactants in textile production -- subsequently break down to form toxic nonylphenol (NP)] and other toxins are being discharged into the country's major water systems from major plants for international fashion brands like Lacoste, H&M, Calvin Klein and Converse.</p>

Section II: Interviews' notes

Lars Martensson – <i>Environmental Director of Volvo Trucks</i> - Volvo	
Social media strategies	<ul style="list-style-type: none"> • Social media strategy of Volvo Trucks is rather new. • Social media is another communication channel – platform - a new important communication channel to have interaction with customers about products, and get instant feedback on certain issues. • There is a manager in charge of social media strategies. Activities: deliver according to the strategies, guidelines and plans on how to do things. Also, there is a network of people (more than 10 people) within the organization and all over the world who have responsibility on this area: support with the material, continuous flow of information, resources to handle feedback from that information. • Social media different compared to other communication channels, it is more interactive, it has requirements that do not exist in other channels. • In the case of Volvo Trucks – as a B2B company – social media provides the opportunity to interact with the actual users of their products, and not only with the customers (companies that purchase the trucks). • There way to address environmental products, and traditional ones is not made in a different way in social media. However, environmental concerns from customers and drivers are addressed in giving advices for efficient driving techniques, • Volvo Trucks divides its products into: hard-products (trucks) and soft-products (IT tools, advices, trainings, help customers to reduce fuel consumption, use trucks in a more efficient way, and more). Social media has more being used to promote traditional hard products, but to very large extent also maybe not so traditional aspects, like: environment and safety. They focus on what creates emotions on the audience they are targeting, and the environment is one area that is addressed in this channel. Social media appears to have a high potential for soft-products to an even larger extent. • There is a high emphasis on products that create emotions – green products are one of them. Social media is an important channel for green products, but are never called green but ‘environmentally-adapted’ and products that have ‘less environmental impact’. • Social media is a way to address issues that are close to the individual person – in their case the driver or buyer of the truck. Also it provides a way to interact with those individuals that otherwise will be difficult to reach. • Future trends: What is doable for the future? But rather, how much of value will mean for us? Mobile apps can help to reach broader audience and create awareness of their products. Volvo has developed games, and for specific products there are apps that are used to promote their services. Other apps calculate the environmental impact of their products, and help customers understand what actions they can take. Overall, mobile apps can raise the interest on the services

	<p>provided.</p> <ul style="list-style-type: none"> • Volvo Trucks is learning how to use apps and tools. • In general, social media is a lot about creating awareness on what are the problems, and what are the solutions that can be taken.
<p>Green marketing strategies</p>	<ul style="list-style-type: none"> • Environment has been a core value for Volvo since the early 70's. • It is important not only to promote green or environmental features of products, but to raise awareness among customers and society in general about what Volvo will deliver in the future (new fuels, and other solutions). • The communication channels that Volvo uses to promote green attributes include all the available communication channels to different extents. Ranging from traditional printed media, to social media, seminars, etc. There is not a specific way that is more common to environment than other messages that Volvo wants to deliver. • The information available for the vehicles entails the general knowledge of the environmental performance of traditional products. Then for other products such as hybrids, and alternative vehicles, there are no specific labels but the same information as for traditional products is available. The reason is that Volvo Trucks is a B2B company, and the level of complexity of decision-making process for customers is different compared to other types of products. Therefore, an ecolabel itself would not have a greater value. Instead Volvo provides real data on the environmental benefits, anything from – recyclability of the trucks, to the fuel consumption, emissions, noise, etc. Documents that support this information are used instead of ecolabels. • Volvo Trucks has an <i>environmental calculation</i> tool, and the <i>footprint calculation</i> tool, available on the website. The information is based on LCA studies. • Market penetration of green products is also defined by the differences in legislations. The US is region that is ahead when it comes to focusing on CO₂ emissions, and regulates emissions. Alternative fuels are driven by securing the supply and having a low cost for different alternatives. In Europe countries like UK, Sweden, Holland.
<p>Sustainability strategies</p>	<ul style="list-style-type: none"> • Trucks are a crucial part for transporting goods. Therefore, they should be used in an efficient way and they should contribute to the development, but contribute to sustainable development. Volvo Trucks is not only focusing on the trucks, but is trying to look at the truck industry total context as a part of society. • Initiatives that Volvo Trucks is using to encourage sustainability are related to adopt a holistic approach regarding environmental aspects, and the role of transport in society. As a vehicle manufacturer they acknowledge they need to work with many others. Therefore, the strategies are done to cooperate with different stakeholders, in order to plan development in the right direction. Companions in this path are: universities, NGOs, customers, and customers-customers. • Lars Martensson viewpoint in sustainability strategies comprises to speed development to bring economies of scale to produce more environmentally

	<p>enhanced products – at lower prices.</p> <ul style="list-style-type: none"> • Initiatives that promote sustainability are measured first in the potential scale, and then what they do on the daily business that can contribute to a more sustainable transport. • Important companions are customers (transport buyers), and customers-customers (drivers), other stakeholders like transport authorities, energy companies, to put all the puzzle pieces in place.
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Gustaf Rydelius - PR & Online Media Specialist - Volvo Group Headquarters	
Social media strategies	<ul style="list-style-type: none"> • The social media strategy at Volvo Headquarters is brand new. • The team responsible for social media management is 1 press manager, and 1 executive vice president. • Right now the main channel working with social media is LinkedIn (company page: Volvo Group). Others are Twitter (@VolvoGroup, @VolvoGroupSE), YouTube (Volvo Group videos). There is not an official Facebook page for Volvo Group, but they have produced a couple of campaign sites on Facebook e.g. Volvo Festival in Gothenburg summer-fall 2012. Moreover, there is a game available on the App Store called Transporters. There is also a Foursquare check-in site at Volvo Group Headquarters. Volvo Group Headquarters has started to use Instagram (hashtags when performing events and arrangements, so it connects to Twitter) and Pinterest (Pinner: Volvo Group). They are also on Google+ page, but not active there yet. • The reason why Volvo Group Headquarters does not have a Facebook account is that most of the interest in the group is on the products – vehicles, construction equipment, etc. If Volvo would be on Facebook that would be the product company, not the headquarters. Volvo Group Headquarters uses other channels instead. • They use Yammer – a Facebook for companies – that is growing right now in Volvo’s organization. Yammer is a social network for social business, if you have a verified company email address (in this case a –volvo.com) you can become a member. People share anything from “hello; I’m awake; I’m working; I drank coffee; Can someone explain this to me? I have this question; I have this problem; I’m working with this now” etc. • Social media is one of Volvo’s communication channels – platforms. • Volvo Headquarters on social media do not communicate much about products and vehicles, rather they communicate sustainability in broad such as CSR. Together with Public Affairs, they talk about “Together we move the world” the annual report, and sustainable transport solutions. And then is also to communicate everything that happens as a Group. In words of Gustaf Rydelius: <i>“We can communicate about a new truck. But at the same time we can communicate about a complete bus system. Somewhere else, we list up and communicate the employees, employer branding [...] When it comes to green or hybrid vehicles they do not communicate anything special, that</i>

	<p>is on the brands and the products' companies.</p> <ul style="list-style-type: none"> • There is a person dedicated to employer branding in the HR department. • The Media Relations & Corporate News department is the one in charge of improving the communication channels and keeping them up-to-date. • Main challenges foreseen in social media strategies as Volvo Headquarters: <i>"We are a global company, and when it comes to social media some markets have come further than other markets. And one big question to work with is to get everyone on board, and everyone to work in the same direction, and come as far as possible."</i> • For Volvo Group Headquarters, working with social media is a daily work. They try to update their channels on a regular basis. They have morning meetings, where they discuss what is happening in all their channels – social media is one of them. Volvo tries to produce content and publish content, have a dialogue with people – give comments and have questions. The production of the social media content is an internal job within Volvo Group Headquarters. • As Volvo Headquarters there is no marketing department. When it comes to marketing strategies that is a task for the brands and products' companies.
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Alban Jacquin – <i>Sustainability Performance & Communities Director</i> - Schneider Electric	
Social media strategies	<ul style="list-style-type: none"> • Social media is a pretty recent phenomenon in Schneider Electric. • Today social media is being used as another information channel for another type of audience than their websites. Schneider Electric pushes information – e.g. articles published on the web about the company – through the different social media channels. However, social media is not yet being used as social digital platform where discussions on some topics related to emissions, the roles of corporations, etc. could take place. <i>"That is probably the next step. But today Schneider is learning how to leverage social media."</i> • Schneider's corporate social media strategy consists on the leverage of social media to increase the share voice of the company, and the engagement of various stakeholders – starting by the employees and engaging more the generation wise on the company. • The social media department is mainly managed through the division called Global Marketing that is in charge of all marketing communication activities. Besides, a year ago Schneider created a Social Media Department that consists of a team of 3 people, and then a network of Social Media Champion (around 20 people) in countries and in markets – to regionalize strategies. • Social media is not used differently for the promotion of green products. • Future trends for social media are: leveraging the engagement part of social media, meaning not only pushing information about the company, but pushing information also around general trends where everybody can have an opinion and share it. And, engage people into co-building some actions with the company, and

	<p>not only commenting about the actions of the company.</p> <ul style="list-style-type: none"> • For Schneider Electric social media has a tremendous role to play in relation to sustainability. This, because if there is a great initiative, it can easily be supported and populated from people all over the world. Then, it can create actions that have a worldwide impact in a very short amount of time, and without the need of spending large amounts of money.
Green marketing strategies	<ul style="list-style-type: none"> • Schneider Electric is the global specialist in energy management. Meaning that beyond all the products that make energy savings and reliable, everything they do is towards greener business: energy efficiency, solutions for the smart grid, integration of renewables, smart buildings, balance between demand and response of energy, and more. So, basically all business is on behalf of sustainable development and most specifically around the energy challenge of today. Therefore, there is a logical link between their marketing strategy and sustainability for them. • The two ways Schneider promotes the green attributes of their products are: 1) <i>environmental benefits of products for customers</i>, e.g. If you use this product, you will save this much energy. And 2) <i>environmental footprint of a product</i> - compliance with environmental regulations, have the proper information to calculate the carbon footprint of product, materials, hazardous substances (LCA), and proper information to manage the end-of-life (EOL) of products. • Schneider Electric created an ecolabel called <i>Green Premium</i> encompasses the information mentioned above. It complies with ROHS and REACH regulations. • Schneider provides to customers an easy access to the environmental information of the products they purchase. For instance, a customer can access to the environmental information of a product by going into Schneider's website, going to the Green Premium page, and typing the reference of the product. • A new product that is being launched this year (2013) and is intended to become popular among consumers is the <i>Wiser Energy Management System</i> – a smart grid system applied to homes. It is a system that enables customers to measure not only how much you consume (electricity, gas, etc.), but to control remotely through smartphone or computers e.g. heating system. • The main communication channels Schneider uses to promote the environmental attributes of their products are: website, and marketing media campaigns (global or local) mostly printed campaigns (business magazines). • Energy efficient enabler product solutions have shown a growth of +9% growth from 2009-2011 versus the growth of the company.
Sustainability strategies	<ul style="list-style-type: none"> • Sustainable consumption means being aware of the responsibility Schneider has towards the economy, the environment, and the society when buying products. And what can consumers do to make the most responsible choices. • Initiatives that encourage sustainable consumption focus on trying to educate people in general around the energy savings in different ways: 1) <i>Energy University</i> (online) since 4 years ago, that contains more than 300 courses in 12 languages and allows more than 110 000 users. It is a free e-learning tool about: energy, energy efficiency, stages of energy, climate change, and related topics. All e-learning courses are

	<p>certified by training organizations. 2) Participate in major events and discussions around climate change and sustainable development in general. 3) Sponsorship of projects involving universities: <i>Go green the city</i>. 4) Title sponsors of the <i>Solar Decathlon</i>, which are the Olympics of green energy and co-organized with the Department of Energy of the US. The purpose of this initiative is that each team needs to propose a concept of efficient and green home.</p> <ul style="list-style-type: none"> • The aim towards more sustainable consumption for Schneider is to raise awareness among customers that sustainability and profitability are not incompatible. • Companions for sustainable consumption are: World Business Council for Sustainable Development (WBCSD), and cities and local authorities.
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<p>Jamie Rusby – <i>Sustainability Communications</i> - IKEA</p>	
<p>Social media strategies</p>	<ul style="list-style-type: none"> • There is a central Corporate Communications function, and also Global Marketing function (in Sweden), they both provide guidance and support for the retail countries around the world. However, it's the retail countries who are driving social media themselves. Therefore, there is not a corporate social media strategy for the time being, but individual countries do have social media strategies e.g. UK, and the US. • Countries are using social media to engage with customers around home furnishing, and life for home. A lot of people are interested on that and they see IKEA as a good source of information and inspiration for home furnishing. A lot of countries are using that to drive inspiration for customers and have a conversation around that. Also, the usual stuff such as offers in stores, customers would like to see new products and new offers. • Generally, the future trends for IKEA are that the use of social media will increase, as well as the use of mobile technologies.
<p>Green marketing strategies</p>	<ul style="list-style-type: none"> • IKEA has control over a whole value chain from product development, manufacturing, and retailing (selling to the customer). Therefore, IKEA is able to design their product strategy to fit their sustainability strategies. • Customers are also asking to help them live more sustainably at home. <i>“People want to live more sustainably at home. But some people don't know how to do this... [W]ee need to make it very simple, and clear, and offer easy ways for people to do that. And communication plays a big part in that, to show people the opportunities that are available for them – of simple things that don't need to be expensive.”</i> • IKEA's core business is focused on products for home. Therefore, “Sustainable life for home products” is a business opportunity to have a positive impact and help people live more sustainably in their homes. This strategy fits well with their core business. • IKEA's strategy is integrative; therefore there is not a special niche for green products. The strategy integrates all products to be more sustainable, and then have a specific range of products that help customers to live a more sustainable life at home. <i>“So the group products we are targeting to expand and increase sales are the products that</i>

	<p><i>help customers save energy, water, and waste. There, is an additional function helping customers to reduce their impact.”</i> So the two phases are: 1) making products more sustainable in terms of how they are made, and what is in them, and 2) products to help people live more sustainably.</p> <ul style="list-style-type: none"> • IKEA set a sale target to increase “Sustainable life at home” products by 4x. These products help customers to live more sustainably and show them some of the solutions that IKEA offers to do that. For instance, waste recycling bins, water saving taps. Therefore, IKEA needs to identify the group of products that fit into this category. But consumers will not see them labeled as “sustainable life for home products”, rather they will see them as any other products. • Stores are main IKEA’s primary communication channel for sustainability, and their approach is to integrate this to their other communication channels – websites, store, catalogue, and PR. <i>“Sustainability is a natural part of what IKEA does, and the communication in their channels should not be any different.”</i> • In store customers receive messages about how they can help to improve their sustainability at home. As a consumer you get messages wherever you go, through different levels: information facts on product’s labels – which will include sustainability information; big signs and graphics with sustainability information; rooms with products and information about energy savings, food storage, and waste reduction. <i>“As you are reading about the product, you are also reading about the benefits of the products, and one of those benefits to you as a customer is the sustainability side.”</i> • The demand of these products varies depending on the countries’ context. For instance, in countries where energy costs are high, energy efficient products are more demanded. • IKEA has the strategy of only having the IKEA’s label and no other certified labels – or ecolabels – want to be incorporated for products. This, with the purpose to give customers the understanding that all IKEA products meet their needs when it comes to sustainability. However, FSC wood and purchase cotton from certified by the Better Cotton Initiative. However, “food” is the only department where IKEA uses ecolabels (organic, fishing and animal welfare). Instead of ecolabels IKEA provides information to customers through other channels, such as information tags on products in store.
Sustainability strategies	<ul style="list-style-type: none"> • Sustainability in IKEA has been considered since the foundation of the company 70 years ago. One of Ingvar Kamprad’s principles was not to waste materials, and to use few resources. This helps to reduce environmental impacts, and reduces costs for customers. • <i>“IKEA has been criticized for encouraging excess consumption, because we do focus on low prices. But we want to make products accessible to as many people as possible...[W]ith 3 billion of consumers joining the middle class – the consumer class – by 2030, those people will need furnishing...[F]or us sustainable consumption is accepting that consumption will continue. It is finding a way to deliver products and services to those people who need them, in a way that has a reduced environmental impact.”</i> • IKEA has 700 million consumers in their stores every year, which soon will be a billion consumers. The fact that IKEA communicates sustainability issues on the stores, websites and other channels about how they can save energy, water, and

	<p>waste at home; is a way to make a difference.</p> <ul style="list-style-type: none"> • Companions for sustainable consumption: WWF, FSC, Better Cotton Initiative. For social issues: UNICEF, and UNHDR. And other NGOs for more specific subjects.
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Section III: Interview questions

Social media

(Umbrella question: Please describe the use or role of social media at X.)

- Does X have a corporate social media (SM) strategy? Or a similar function?
- How would you describe the role of SM for X? How do you use SM?
- Can you portray the X SM's management team? How large it is? What are their main activities?
- Do you use SM differently for conventional and green products? How does it differ the SM use for conventional products, versus the one used for promoting green products?
- What are the future trends that X plans to develop in the use of SM? Is mobile marketing (apps) considered as part of the global SM strategy?

Green marketing

(Umbrella question: How does green or the environment fit in with X's strategies?)

- Do you promote green attributes of your products?
- Which are the most popular X's green products among consumers?
- Which are the main communication channels that X uses to promote the environmental attributes of their products?
- How does X promote the environmental attributes of their products?
- Does X use any type of ecolabels to promote green products?
- How has the market penetration of X's green products developed in the last five years? Which is the country or region with higher number of green consumers?

Sustainable consumption

(Umbrella question: What does the concept of sustainable consumption means to X?)

- What are the initiatives that X is using to encourage a more sustainable consumption (SC)?
- What are the goals towards consumer attitudes and behaviors of X launching green products?
- How does X measure the impacts of the initiatives fostering SC?
- Who are X's companions in the SC initiatives path?