"We Promise to Be a Good Company":

Oatly's Corporate Social Responsibility Communication on Twitter

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Sanna Heini

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Department of Language and Communication Studies

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Tiivistelmä – Abstract

In today's world the competition between companies is greater than ever and companies must make strategic decisions to secure their position in the market. Such strategic decision is to invest in corporate social responsibility (CSR) actions and increase the company's good image in the eyes of consumers. These CSR actions can be related to, for example, society or environment. The purpose of this study is to identify themes embedded in Oatly's CSR communication on their Twitter page. Oatly is a Swedish grocery company that develops, manufactures, and markets plant-based alternative products for milk, (e.g. oat milk, oat yogurt, oat ice cream, etc.). Oatly identifies itself to be a pioneer of sustainable development. However, Oatly is a profit making organization which makes the company more intriguing in terms of studying CSR communication.

The study was conducted using multimodal thematic analysis and multimodal critical discourse analysis, because the research questions required different approaches. The study included 160 Twitter messages posted on Oatly's original Twitter page that were seen to be related to the themes of CSR. The messages were published between May 2018 and April 2019. It was logical to study full year because all seasons were represented and the data was enough to conduct this study. The tweets analyzed comprise of text and other elements (e.g. images, videos, and links) which made the study multimodal.

The findings demonstrated that Oatly's CSR communication included three themes which were environmental, dietary, and manufacturing issues. The themes were nicely balanced although, Oatly emphasized the environmental issues a little more than the other two. It could also be noticed that Oatly constructed and addressed different audiences: their targeted consumers and companies in food industry. Findings showed that Oatly used different communication strategies when communicating with its two audiences. Such differences included how friendly the tone of the messages was and how much information was being shared. Finally, it can be noticed that Oatly addresses every stakeholder which means that it targets both of its audiences at the same time. Oatly also needs both of its audiences to make CSR communication as effective as possible. At the same time, Oatly is able to maintain positive CSR image while making profit. Together, these strategies enable Oatly to sell their products and be a pioneer in corporate social responsibility.

Asiasanat – Keywords Corporate Social Responsibility Communication, Oatly, Alternative Food Products, Twitter Communication, Challenger Brand, Multimodal Thematic Analysis, Multimodal Critical Discourse Analysis
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JYVÄSKYLÄN YLIOPISTO

Tiivistelmä – Abstract

Tämän päivän maailmassa kilpailu yritysten välillä on suurempaa kuin koskaan. Tämän vuoksi yritysten on tehtävä strategisia päätöksiä asemansa takaamiseen. Tällainen strateginen päätös on esimerkiksi panostaa yhteiskuntavastuullisiin toimiin, jotka voivat liittyä esimerkiksi yhteiskunnan tai ympäristön hyvinvointiin. Yrityksen, joka tekee yhteiskuntavastuullisia toimia, voidaan nähdä olevan vahvemmassa asemassa kuluttajien silmissä. Tämän tutkimuksen tarkoituksena on selvittää, millaisista teemoista yrityksen Oatly yhteiskuntavastuuviestintä Twitterissä koostuu sekä tulkita, miten yritys viestii näistä teemoista. Oatly on ruotsalainen elintarvikeyritys, joka kehittää, valmistaa ja markkinoi kasviperäisiä vaihtoehtotuotteita maidolle (esim. kauramaito, kaurajugurtti, kaurajäätelö, yms.). Oatly identifioi itsensä kestävän kehityksen edelläkävijäksi. Se on kuitenkin voittoa tekevä yritys, joka tekee kyseisen yrityksen yhteiskuntavastuuviestinnän tutkimisesta vieläkin kiehtovampaa.

Tutkimus suoritettiin kahta eri metodia käyttäen, koska tutkimuskysymykset vaativat kaksi eri lähestymistapaa. Ensimmäiseen tutkimuskysymykseen vastattiin käyttäen multimodaalista temaattista analyysia. Toiseen tutkimuskysymykseen vastattiin käyttäen multimodaalista kriittistä diskurssianalyysia. Tutkimuksessa tarkasteltiin 160 Oatlyn Twitter sivulla julkaistua twiittiä, joiden nähtiin olevan yhteydessä yhteiskuntavastuullisiin teemoihin. Kyseiset twiitit on julkaistu toukokuun 2018 ja huhtikuun 2019 välisenä aikana. Tutkimani twiitit koostuivat tekstistä ja muista elementeistä (esim. kuvat, videot tai linkit), jonka vuoksi tutkimukseen otettiin multimodaalinen lähestymistapa.

Tutkimuksesta selvisi, että Oatlyn yhteiskuntavastuuviestintä voidaan jakaa kolmeen teemaan, jotka ovat: ympäristö, ravinto sekä tuotanto. Kyseiset teemat olivat hyvin tasapainoisesti edustettuina, vaikka Oatly painotti ympäristöteemaa hieman enemmän, kuin kahta muuta. Tutkimuksessa selvitettiin myös, kenelle Oatly osoittaa kyseisiä viestejä, joiden voidaan todeta olevan Oatlyn kohdentamat kuluttajat yksilöinä sekä yritykset ruokatuotannon sisällä. Tutkimus osoitti myös, että viestintä eri sidosryhmille suoritettiin eri tavoin. Tällaisia eroavaisuuksia voitiin huomata viestien sävyssä, esimerkiksi kuinka ystävällinen tai toisaalta vaativa sävy oli. Myös Oatlyn käyttämät strategiat vaihtelivat, kun viestejä kohdennettiin eri yleisölle. Lopuksi voidaan myös huomata, että Oatly osoittaa viestejä kaikille sidosryhmilleen, joka tarkoittaa, että viestit ovat kohdennettu molemmille yleisöille samanaikaisesti. Tutkimuksesta voidaan todeta Oatlyn tarvitsevan molempia sidosryhmiään, jotta viestintä on mahdollisimman vaikuttavaa. Samalla Oatly pystyy pitämään yllä mielikuvaa yrityksen vastuullisuudesta ja tehdä samaan aikaan voittoa. Nämä strategiat yhdessä antavat Oatlylle mahdollisuuden myydä tuotetta sekä olla edelläkävijöitä yhteiskuntavastuussa.

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1 INTRODUCTION

Oatly is a Swedish company that produces alternative products for milk such as oat milk, oat ice cream, oat cooking cream, etc. The company is known for its mission to make products that are sustainable in response to today's climate change and environmental issues. The focus of this study is to see if Oatly uses its Twitter page to make its sustainable mission more visible. Only a little qualitative research has been made to investigate CSR communication on social media so a research which provides concrete findings is needed. Oatly is also a company that has recently grown its turnover, is a very current topic, as well as has a unique sustainable vision and mission. This is why I decided to look deeper into corporate social responsibility and how the company is handling its communication.

Previous literature (e.g. Rasche, Morsing, & Moon, 2017) has discussed corporate social responsibility in relationship to society, environment, and production itself. Such CSR can be a good treatment of employees or the use of traceable resources. However, Lury (2011) states that consumers nowadays have changed their habits when it comes to consuming. The author continues that people will consume products that are, for instance, sustainable (i.e. long-lasting). Lury (2011) has studied consumer culture and has found that, today, there is a growing tendency to make choices that are perceived to be more morally equal with consumers' own values. Choices including the consumption of milk can be viewed as a moral issue both in terms of animal rights and general food production. Corporate social responsibility can, in some parts, control these consumption habits because CSR communication makes it possible for consumers to have the opportunity to know about corporate issues. Thus, it is important that a company communicates these issues. After all, CSR actions have no function unless they are brought out. However, Mark-Herbert and von Schantz (2007) emphasize that CSR communication is on the company's own hands as well as voluntary.

Communication itself changes because social media affords much more than traditional media (e.g. newspapers), for example, real-time interaction which can strengthen relationships between a company and its audience. This study finds out what these affordances can be and how Oatly uses them. Twitter communication is also in a considerable part because it is the main channel I am using. I am using only Oatly's Twitter page because I noticed that the data it provides would be enough to conduct this study. Multimodality is present because social media

enables people to publish messages that comprise of text, images, links, or videos. However, I will explain these concepts in more detail and focus on their meaning in relation to this study.

A company's most important function is to make profit (Ihlen, Bartlett & May, 2011, p. 1994). However, a company which has taken corporate social responsibility (CSR) as its public relations strategy has a socially meaningful function and does not only operate solely for profit (Aksak, Ferguson, & Duman, 2015, p. 80). This study aims to find out what kind of corporate social responsibility issues are communicated on Oatly's Twitter page. The other purpose is to find out how corporate social responsibility is communicated in Oatly's Twitter messages from April 2018 till May 2019. In response, I am going to use two different methods (i.e. multimodal thematic analysis and multimodal critical discourse analysis) in order to analyze the research questions accordingly. The research questions are:

1. What kind of corporate social responsibility-related issues does Oatly communicate in its Twitter messages?
2. How does Oatly communicate corporate social responsibility-related issues in its Twitter messages?

This thesis includes the theoretical framework as Chapter 2 provides a look into global food industry and explores the consumer patterns that have been evolving over the years. In Chapter 2 there will also be an overview of the brands that are operating in food industry. Corporate Social Responsibility and concepts such as public relations and stakeholder theory around it will be introduced in Chapter 3. Because the main goal of this thesis is to find out what kind of issues are communicated on Oatly's Twitter page, the theoretical framework reaches to Chapter 4. This chapter introduces CSR as communication and how the issues are communicated in social media. After the theoretical framework the methods and dataset is introduced in Chapter 5. Analysis which is divided into two stages is provided in Chapter 6 and Chapter 7. The purpose of Chapter 6 is to answer the first research question and provide a thematic analysis of the dataset. The second stage of the analysis finds out the specific patterns for how Oatly communicates these already identified themes. In addition, Chapter 8 provides discussion.

2 GLOBAL FOOD INDUSTRY

The purpose of this chapter is to explore what today's food and consumption patterns are like, and how they have evolved over the years. Like many other industries, food consumption has been affected by globalization. This chapter contains concepts related to the worldwide growth of alternative products and green products, as well as the organizational forms behind this industry such as challenger brand which is relevant because Oatly identifies itself as a challenger brand. Food consumption is very much connected to themes such as responsibility. Consumer culture can be seen as one aspect of today's food industry as it can guide people to consume certain products in terms of values or aesthetic qualities. The aspect of responsibility and sustainability can also influence on person's identity which Oatly is embracing.

Global food production has grown enormously in recent decades and authors argue that the food production is growing even faster than the population itself (Simola & Toikka, 2002, p. 7). Simola and Toikka (2002) add that there would be enough food for every person in the world and note that the global food industry is currently more plentiful than scarce. The food industry as a current topic includes discussion of economics, power relations, and well-being of the environment and people themselves (Lähde, 2019). However, according to Simola and Toikka (2002), the decisions on food production has shifted away from consumers and producers through the WTO (the World Trade Organization) Agreement on Agriculture in the mid 1990s. The basis of this agreement is the expansion of international trade, which includes the concepts of market access and subsidies, for example, on exports (Simola & Toikka, 2002, p. 11).

Almost three quarters of the global grocery trade happens between industrialized countries (Simola & Toikka, 2002, p. 11) such as the Nordic countries, the rest of Europe and North America. In the context of global trade and consumer policy, questions have emerged about the Transatlantic Trade and Investment Partnership (TTIP). The partnership aims to facilitate trade in goods between the United States and the European Union (Young, 2016, p. 346). Young (2016) notes that this partnership would bring together two of the largest economies in the world and continues that this is why these negotiations are unique. The purpose of the agreement is to bring the US closer to EU which in practice would mean cooperation between the countries rather than competition with each other (Young, 2016, p. 346). According to Young (2016), the regulatory convergence would advance the free trade between the partners.

However, the agreement has gain a lot of critique and the negotiations are currently on hold (Young, 2016, p. 346). The critique includes worker's rights and the carbon footprint of goods from the United States as they are transported to EU (Juutinen, 2015, p. 23). Juutinen (2015) continues that sustainability is only one of the aspects of TTIP that has gain criticism. It has been noted that the principles of food production are very different between EU and the US (Juutinen, 2015, p. 18). According to Juutinen (2015), the agreement does not place enough emphasis on sustainable development but considers it a mere recommendation. One of the biggest concerns are genetically modified organisms (GMO) which are very much regulated in the EU (Juutinen, 2015, p. 16). With the TTIP agreement, these regulations could be liberated and GMO food even take over the EU market (Juutinen, 2015, p.16).

Simola and Toikka (2002) state that it is not the countries but the companies in these countries that trade. The authors have found few examples of this kind of trade in the production of bananas, upon which is 80 % is dominated by just three companies and while the export of staplers are controlled by major consumer countries such as the United States, Canada and Australia. Policies around this topic should be pursued rigorously, systematically, and at the core level in order to provide a true picture of the need of food and other goods, production patterns, as well as the structure of international trade (Lähde, 2019). According to Simola and Toikka (2002), agriculture and production should also be viewed from an ecological and socio-economic perspective, in terms of sustainability. In the 21st century many activities support local food and the growth of organic food as these food trends have emerged. This is what Oatly has been trying to develop with its own production.

Lähde (2019) also argues that there should be made such decisions in politics which have a great look into the issue as a whole. The author continues that such issues are the ones that the global food production causes, for example, mass food production and amount of waste. In today's world it seems to be hard to notice how much food producers should be producing (Lähde, 2019). Thus, food is currently produced more than it is consumed (Simola & Toikka, 2002; Lähde, 2019). When it comes to the references I have used it can be concluded that this has been an issue for almost two decades. However, Lähde (2019) continues that famine is still present and it will not be overcome simply by increasing production. The global agricultural crisis in 2011 occurred as a result of rising food prices in the food industry (Hemphill, 2013, p. 490). Hemphill (2013) continues that it is the developing countries that are paying 20 %

more for food compared to only 2 % in the United States. The author notes that the prices will only continue to rise.

Lähde (2019) has shown that the food production, which is unsustainable, will have detrimental effects around the globe. Especially, when the focus is on the micro level such as individual choices of consumers and on the carbon footprint of an individual product (Lähde, 2019). Lähde (2019) argues that there should be policies that address the food production itself not solely on consumers' choices. What can be concluded is that there is no need to consider how to feed the entire population, but rather how current resources would be used as efficiently as possible.

2.1 Consumer Culture

Before exploring the concept of consumer culture, I am going to define the concepts of consumption and culture. Consumption refers to the economic, cultural, and time-driven exchange of goods and services, which is also connected to the production and delivery, not only to the commodity itself (Lury, 2011, p. 12). Lury (2011) argues that consumption is not always just about buying goods for own benefit, but also about services and gifts. The economy is not directly tied to consumption, and it is affected by historical factors that change over time (Sassatelli, 2007, p. 9). Lury (2011) continues that consumption has purpose, value, and interaction so it contains a form of communication in itself. The author also notes that when the act of consumption is mundane and intentional, one can talk about the consumer culture. Inside the field of consumer culture, the concept of culture is defined to be a broader constitution, which connects the experience of life, meaning and the way of adapting to society, and action (Arnould & Thompson, 2005, p. 869).

When economic and everyday life are intertwined, one can discuss about consumer culture which, on the one hand, is strongly associated with individuals' social behavior, values, norms, and identities, and which are mainly determined by consumption choices (Lury, 2011, p. 5). Lury (2011) states that consumption is not tied to the culture that predominates the community (e.g. geographically). However, the consumption patterns can be influenced from childhood and home, for example, television consumption and food (Sassatelli, 2007, p. 170). According

to Lury (2011), the Industrial Revolution has led to the consumer culture we live in today due to rapid expansion of fashion, information, and production.

As Lury (2011) stated earlier consumption is not tied to a certain place (e.g. country, city, etc.). Accelerated globalization has changed the ways today's consumers are behaving by providing us new mediums and technologies with which people can transport themselves thousand kilometers in few seconds (Radović Marković, 2008, p. 4). According to Radović Marković (2008), technology is actually a great factor for globalization in general. Lury (2011) continues that current ideas and values have also shaped consumer culture throughout history, as people want to enjoy life and products which are easily available. Additionally, Radović Marković (2008) continues that the world is becoming so small because of globalization. This actually supports the statement that there are not so many boundaries between the consumer patterns in the world.

Consumer culture is enabled by products and services, as well as these commodities' continued availability and renewal (Lury, 2011, p. 1). According to Lury (2011), the number of purchases and consumption is increasing steadily due to platforms such as phone applications and online sales. She also argues that loaning money, as well as living beyond assets, are made easier by the credit cards and culture around them. Lury (2011) continues that the phenomenon of consumer culture is associated with commodity aesthetics and branding, as reflected in comprehensive advertising, product packaging, and design. Oatly invests in packaging by providing colorful and creative designs with pictures and unique font. These factors indicate that Oatly is well aware of today's consumer culture.

According to Lury (2011), every aspect of human life goes through consumption, as an example education, where she describes students as consumers of education. It can be argued that the concept of consumption cannot be applied in every situation. However, it can be noted that the discourse of consumption is so powerful that it has entered domains that are not traditionally associated with consumption. Today's consumer culture has its downside in the growing importance of consumption (Lury, 2011, p. 5), increasing some forms of crime, including, identity theft and credit card frauds (p. 4).

Lury (2011) notes that in the consumer culture, holistic consumption of goods and services is no longer seen as just meeting basic needs, but as a form of entertainment for people to enjoy

spending their time and money on. However, the author continues that this can lead to addictions, which have a negative impact on the individuals themselves as well as on generally liberal decision making. Lury (2011) finds the problem highlighted by consumer culture to be consumption itself, because it has a massive impact on the climate and the commodity identification. The world is becoming more and more sustainable, and consumer awareness is spreading everywhere (Lury, 2011, p. 25).

According to Lury (2011), people's needs also change, so the research of consumer cultures must always take it to the new level. These days, social media as well as the levels and forums of communication that it enables significantly influences consumption (Bouvier & Machin, 2018, p. 179). Bouvier and Machin (2018) state that social media is mostly connected to people's consumption and continue that the consumption is different. The authors note that in a sense its purpose is not to measure the sales of certain product or service but to make consumption invisible which can be analyzed by computer (e.g. engagement, clicks, and shares). By examining social media, individual consumption patterns can be identified, and by utilizing this information a company can increase the consumption with this particular channel (Bouvier & Machin, 2018, p. 182).

Consumer culture also affects human identity, and the relationship between these two has been studied for several decades. Consumer culture is not directly reflected in human style, but it is more multilayered (Lury, 2011, p. 192). Lunt and Livingstone have researched consumers in the early 1990s and found that consumption is not only a decision-making process or social activity, but a part of the psychological experience which forms an identity (Lury, 2011, p. 193). It can be argued that consumption has become an important way of constructing one's identity.

The researchers have found that consumer culture shapes human identity and influences both the individual and collective identity. Lunt and Livingstone (1992) divide consumer identities into groups including routine, leisure, and careful consuming, and find that consumers have clear strategies, when it comes to shopping, such as sustainable thinking, which is today seen as a very strong strategy because of climate change and contemporary unsustainable lifestyles. Lury (2011) states that the consumer does not need to be identified as a mere consumer, because one can have as many possible ways to identify themselves (e.g. mother, father, student, climate activist, etc.). Also, the consumer culture theorists study the experiences and identities

that consuming shapes through the cultural meanings and sociological influences (Arnould & Thompson, 2005, p. 875).

However, consumer culture is considered to be guided by both individual and collective identity, consumer choices themselves are usually made by a person for his or her own needs, and therefore these decisions are influencing most the personal identity (Lury, 2011, p. 214). In addition, the consumption choices are strategic decisions that are carefully made. According to Lury (2011), consumption is today heavily influenced by the green politics, which in some way exerts consumers to consume more ecologically and to reflect on these values and their own morals. The author adds that in practice, people buy products that have more quality and do not need to be purchased more than once. Consumers, nowadays, have more knowledge about the ethical perspectives, such as climate change, animal abuse, and humanity (Mazar & Zhong, 2010, p. 494). In this case, the consumers are not judged as individuals, but in relation of how they take responsibility for the community, which relates to the power of making consumption choices (Lury, 2011, p. 214). Overall, in regards consumer culture and identity, it can be said that consumption builds both self-identity and group identity (e.g. political groups and ethics) (Lury, 2011, p. 215).

Boström and Klintman (2009) state that consumption has changed over the years towards more responsible behavior. The authors continue that, on the one hand, green politics encourages actions such as boycotting products that do not share consumer's value-basis. On the other hand, green politics are shown when buying product that may be produced in some ways responsible. However, Boström and Klintman (2009) have found that people whose consumption patterns are influenced by green politics are more aware of politics in general. It has also been noticed that many of the consumer choices are justified by emphasizing ethical, political, or green values (Boström & Klintman, 2009). Finally, according to Boström and Klintman (2009), consumers may think that choosing a product made in developing countries may help the people working there. However, the effect is quite the opposite.

As stated above, consumers are more aware of ecologically and socially sustainable consumption and are increasingly taking it into consideration. However, consumption as we know it today, is a worldwide problem and there is still enormous amount of people that are consuming unethical and unsustainable products. However, these people can be the ones that Oatly is trying to reach out to. It can be important to challenge these kind of consumption habits as well

as try to change them. Challenging one's ideas of consumption can be the factor for constructing an identity via consuming.

Consumer culture as a theory is not just a single explanatory line but is said to be more of a combination of multiple approaches, the main purpose of which is to clarify consumption patterns, place and cultural behavior (Arnould & Thompson, 2005, p. 868). Arnould and Thompson (2005) note that consumer culture theory examines, for instance, cultural groups and the way consuming overlaps between them which is the consequence of globalization. According to the authors, consumer culture clearly takes into account the individual's social abilities and the culture in which they live, because it projects needs and material desires. The research of the consumer culture theory does not examine consumption itself, but rather the context around it, that has said to be more theory-developing by creating broader theoretical notions and new ideas (Arnould & Thompson, 2005, p. 869).

2.2 Alternative Products

Consumers make their decisions on many different motives, proven earlier. The packaging of the product, location in the store, manufacturer's values, and the quality of the product contribute to this decision (Dong, Kouvelis & Tian, 2009, pp. 1–2). Alternative products are intended to replace the products that dominate the market (Brunori, 2007, p. 2). Such alternative product is, for instance, Oatly's oat milk which aims to supplant animal milk products and get into that certain market. According to Brunori (2007), there has been campaigns made to change people's consumption habits and attitudes, for example, with milk consumption. In addition, the author adds that these actions are designed to guide people to use alternative products. Alternatively, milk producers are trying to raise their profile in a society where moral choices are guiding these consumption habits towards alternative products (Brunori, 2007, p. 2).

Alternative products are usually part of the Alternative Food Network (AFN) which means that the production process is also different compared to traditional production (Maye & Kirwan, 2010, p. 1). Such alternative products include fair trade, organic, and specialty products (Maye & Kirwan, 2010, p. 1), which includes Oatly's products. Maye and Kirwan (2010) note that the production of alternative products is natural, specialized, and sustainable as local farmers are utilized. They continue that with today's consumption habits, alternative products are more

in demand than ever. Consumers want to know where the products come from and what they contain (Maye & Kirwan, 2010, p. 2). Maye and Kirwan (2010) continue that the consumer criticism of mass food production has given a global niche to these alternative products and a chance to succeed in the market. The authors argue that the use of these products also has a contribution to human ideology (e.g. animal wellbeing and global sustainability).

In Helsingin Sanomat (2019, June 11) it was stated that milk consumption in Finland is steadily decreasing (Raeste & Sajari, 2019). According to Raeste and Sajari (2019), milk production is decreasing from its annual basis of 185 liters to one hundred liters by 2021. The authors also continue that the climate impact of the oat milk is increasing because rapeseed oil is used as another raw material. It can be noted that there will be more and more these milk alternative products as they are made from different ingredients (e.g. pea, oat, almond, etc.). In supermarkets this is reflected in larger shelves and volume. Raeste and Sajari (2019) note that milk consumption is declining, and these alternative products have come to stay.

2.3 Green Products

The number of environmentally sustainable products has increased globally and continues to grow at a tremendous pace (Mazar & Zhong, 2010, p. 494). The benefits of the Green Revolution have also pushed to people everywhere we look (Simola & Toikka, 2002, p. 8). Green products are products that are perceived to be ecologically good with low environmental impact such as products that can be recycled or that have less toxic materials (Chen & Chai, 2010, p. 29). According to Chen and Chai (2010), consumers accept green products to include ones that have the quality they expect and solve environmental problems including ozone depletion and increasing greenhouse gases. Consumption of green products has been termed to be green or an ethical consumption (Mazar & Zhong, 2010, p. 494). Janssen and Jager (2002) define green products as products that possibly have an alternative design, which means that the product can be manufactured by using more environmentally friendly resources or techniques.

According to Janssen and Jager (2002), companies need to make strategic choices and changes when it comes to the production of green products. Producers are said to be more innovative, to cater consumers who choose to use these products (Janssen & Jager, 2002, p. 248). Janssen

and Jager (2002) continue that green products have such a profound effect on identity that many have started to consume green product after learning the behavior. However, the authors note that it must be noted that consumption and the routines are strongly locked and not easily altered. It can be difficult for companies to go green on production because there is no guarantee of sales and the risk is said to be higher (Janssen & Jager, 2002, p. 248). According to Janssen and Jager (2002), it is also strictly routinized, and sometimes the production of green products means that a company needs to renew all of its equipment. Thus, a company needs to make its mission very clear, as it can turn the heads of consumers one by one. Green products are also viewed from the perspective of green washing. This topic is discussed more closely in Chapter 4.

In the previous chapter, I discussed the identity formation through consumption. Also the green product consumption is found to have an impact on identity, as it projects human moral and values (Mazar & Zhong, 2010, p. 494). Mazar and Zhong (2010) have found that by exposuring to green products it has an effect on human behavior and makes people more active when it comes to CSR. Thus, exposure to green products was seen more positively from a social perspective as it produces ethical actions (Mazar & Zhong, 2010, p. 497). In the case of Oatly, it can be argued that on their social media and Oatly's website, Oatly includes people. Through social media, communication bolsters social action which in turn can have an effect on consumers' identity enabling the particular consumer to participate in ethical awareness.

2.4 Challenger Brand

A feature (e.g. name, symbol, design, etc.) that distinguishes itself from competitors can be seen as a brand (Keller, Apéria & Georgson, 2012, p. 4). According to Keller et al. (2012), a brand is formed as soon as a new product or name is invented. The authors assert that the brand must also be distinctive and recognizable, and authors have likened it to spreading awareness, increasing brand repute, and maintaining that reputation. For a brand, it is important to separate it from the product itself, as they are not the same thing (Keller et al., 2012, p. 4). Keller et al. (2012) note that a product is a concrete ware or matter that is on the market, whereas the brand is the association that the world and consumers create. In other words, the product is a commodity of what is produced in the factory, whereas the brand exemplifies the purchase decision which is recognized by consumers (Keller et al., 2012, pp. 5–6).

Being a challenger brand means that the company desires to change the minds and perceptions of consumers towards the industry itself, rather than go with the flow inside the business competition (Morgan, 2014, p. 85). Morgan (2014) describes the challenger brand as being more of a *state of mind* than *state of market*. The author continues that the challenger brand consists of the company and the brand, and the people around it, who all share a common desire to operate differently and strikingly. Pride (2004) describes a challenger brand to be the one who thinks differently and changes habits, which mean that staying in place does not move the company forward (p. 161). The new generation has brought with it a new wind of fresh ideas that are seen as exciting as well as inspiring (Morgan, 2014, p. 180). According to Morgan (2014), companies get their inspiration from different fields of business (e.g. cosmetics and groceries) that are not directly comparable but bring something new and in a way innovative to the competition itself, so the public will remember them. Such products can be lipstick made of berries, or lipstick made look like a berry. The purpose of this is that the company can engage their customers more and it is novel in this area (Morgan, 2014, p. 88).

Alternatively, a challenger brand understands exactly what their consumers are doing, in which ways they are consuming, or how they identify themselves. A brand does not operate just the way everything has always been done, but is always looking for new ways and commodities that produce reactions (Morgan, 2014, pp. 88–89). Being a challenger brand requires a company to have a really clear picture of where in the world the company stands and why (Morgan, 2014, p. 90). Morgan (2014) continues this to mean that the brand does not go along with consumers, but seeks ways of guiding them in order to operate with them. The author adds that, as a result, the company spends time and effort getting to know its consumers and generally has a really good idea of their wishes and needs. Morgan (2014) has indentified the leadership of a challenger brand as a thought leadership, which can be clearly divided into three stages: respresentation, experience, and relationship building. Via representation, a challenger brand presents itself through name and product descriptions (Morgan, 2014, p. 91), for example *Oatly, totally oatsome oatdrink*. Here, Oatly has played with words that directly creates an impression of the products it provides (i.e. oat drink), and how the company sees itself; as funny, playful, and awesome. This word play is one factor of how the company is recognized and remembered for.

By experience Morgan (2014) refers to the operations that go beyond the product itself, how it is perceived, associated, and what are its greater purposes in the world. Oatly's goal is to make

its vision visible and make sure there will be more people using plant-based products. This goal will also be good for the environment which is Oatly's main purpose. As the vision itself is not something concrete (e.g. a product), it is the association of the company that stands out. Finally, the relationship building, which in a challeger brand context means lowering the fence between the consumer and the company by being as transparent as possible (Morgan, 2014, p. 92). Oatly provides an annual sustainability report which includes details of the manufacturing process. How ingredients have been made and where they come from. The report provides a great look into Oatly's corporate mission and vision.

The purpose of a challenger brand is not only to spread awareness of the company and its products, but of the entire field it is operating at (Morgan, 2014, p. 93). Morgan (2014) states that a challenger brand knows what it needs to give up in order to be the challenger in the society, which means that the company knows what it is, and has no intention of going in a different direction than what is on the horizon. Even if there are opportunities, the company must know its own strengths and be an over-performer (Pride, 2004, p. 162). Alternatively, the author finds that challenger brands need to evolve all the time. This is how the brand stands out from the rest, and stays idea-centric (Pride, 2004, pp. 108, 162).

The case of my thesis, Oatly, sees itself as a challenger brand as it challenges consumers to question their values and beliefs (THE CHALLENGER PROJECT, 2016). Oatly's Creative Director John Schoolcraft (2016) states that the company has to stand behind its words all the time, literally, while being wary of what it says. Mindset is not the profit itself but what the product brings to the world. However, Oatly makes a profit, of course, but challenging norms is much more important (THE CHALLENGER PROJECT, 2016). Consumers of a challenger brand want to be part of something, so these brands also shape a person's identity (Pride, 2004, p. 108). From Oatly's website as well as from its Sustainability Report (2018) it can be noted that the company emphasizes the people who work inside it as well as farmers who work behalf of Oatly. It can also be noted that Oatly praises people, atleast those who are reading, for intance, these reports or messages on social media channels. This is how Oatly creates an athmosphere of a connected society who all have the same goal of making the planet a better and heatlhier place for us to live.

John Schoolcraft, The Creative Director of Oatly, states that they have never built a brand around the product, everything just happened (Eatbigfish, 2019). He continues that the

company wanted to engage people and create a dialogue between the consumers and the company which lead to the package, which is made so, if a person start reading it, the message will hook them up. As a challenger brand they think that the advertisements do not have to sell the product, because they believe the product itself is good (Eatbigfish, 2019). The advertisements are meant to make people laugh, engage, and think about the message the company wants to spread (Eatbigfish, 2019). However, it can be argued that this is the main marketing strategy for selling the products.

3 CORPORATE SOCIAL RESPONSIBILITY

In a world where the competition between businesses are growing every day, it is increasingly important for a company to stand out from the crowd. It can be argued that a company which manages its business more responsible is the one to stay in public's mind. In this section I discuss corporate social responsibility (hereafter CSR) and concepts around it such as social media, public relations, and stakeholder theory. It can be argued that world is changing with social media and the new opportunities it brings to the field of communication. Therefore, visual communication and multimodality are viewed more closely because social media affords people to use pictures and other elements within the messages.

The research of corporate responsibility began already in the middle of the twentieth century but its integration with society and further research did not happen until late 1990s, as globalization began to shape the competition between businesses (Ihlen, Bartlett, & May, 2011, pp. 6–7). Nowadays, it has been interpreted that business is always a part of the society, which also increases the responsibility toward these issues (Freeman & Dmytriyev, 2017, pp. 9–10). CSR can be defined in many different ways depending on where the focus stands and some of the approaches are business ethics, economics, social, and environmental issues (Rasche, Morsing, & Moon, 2017, p. 8). Rasche et al. (2017) note that in any case, it is the society which enables the existence of a company so it is important for the company to maintain this relationship in every possible way. Ihlen et al. (2011) state that CSR can also be identified as a field of study, or an environmental and social strategy for a business.

The main function of a company's CSR is to handle the business processes so it would have as positive impact on the society as possible (Rasche et al., 2017, p. 6). Responsibility can be fair treatment of employees, or even just a statement on the current topics that people in general are interested in (Mark-Herbert & von Schantz, 2007, p. 4). Studies have shown that a good CSR creates positive energy within the company, for example, among employees (Ali, Jiminéz-Zarco, & Bicho, 2015). The researchers have studied CSR associations and participation, where CSR association describes employees' perceptions and assumptions of the company, while CSR participation is the general degree of employee involvement in these activities (e.g. shaping CSR strategies together). By providing and improving the opportunities like these, the company can create better relationships with the stakeholders within it (Ali et al., 2015, p. 171).

The purpose of CSR activities is to enable consumers to make ethical decisions when purchasing goods or services (Ihlen et al., 2011, p. 7). Ihlen et al. (2011) emphasize that CSR is a voluntary activity, which stems from the values, long-term goals, and expectations as well as demands from the stakeholders. Properly maintained, CSR will reach to the core principles of the company which are the activities and routines that a company does on a daily basis (Rasche et al., 2017, p. 6). Rasche et al. (2017) continue that this is how CSR gets the most beneficial. A company which has a knowledge of its CSR functions, not only takes care of the financial profitability, but also the social, ecological, and broad ethical effects of its operations (Ihlen et al., 2011, p. 8). CSR should be seen as an evolving and moving area, both in terms of values and of dialogue between a company and its stakeholders, both external and internal (Morsing, 2017, p. 282). However, managing corporate social responsibility has a great importance for business competition because by following CSR principles, the company's chances to stand out will increase (Rasche et al., 2017, p. 8). It can be argued that companies which are using resources to improve their CSR operations and making an effort for being in a way responsible are the ones consumers will choose when making consumption decisions.

CSR is not only the choices that companies make or the values they obey, but the actions of the public sectors. For example, in Finland, the government's responsibility is to inform the choices that are made in terms of CSR, by which I mean by providing the public sustainability reports and studies (Ministry of Economic Affairs and Employment of Finland, 2019). According to the Ministry of Economic Affairs and Employment of Finland (2019) the dialogue between society and administration has to cooperate very well because it creates the trust between them. The government's responsibility is also to guarantee CSR training and information for companies so they have possibility to manage themselves in the markets that are globalizing (Ministry of Economic Affairs and Employment of Finland, 2019).

CSR has also been criticized, in particular by Ihlen et al. (2011). The criticism can be welcome, because the issues CSR takes a stand on are important to society and the whole globe (Ihlen et al., 2011, p. 8). Ihlen et al. (2011) state that today's business does not necessarily create benefit (e.g. financial or reputation) even if the company does a good and responsible business. They continue that CSR is a very niche strategy so it will only be useful once the company and the product it offers have set the requirements that the society sets (e.g. in terms of price and quality). It has also been noticed that organizations that do not invest in CSR, as a matter of fact, are not negatively affected on the market itself (Ihlen et al., 2011, p. 8). According to Ihlen et

al. (2011), companies tend to take action on those CSR issues that require fewer resources, even if other issues would be more socially pressing. These issues are not commented on or acted upon because they could be economically risky. In addition, Ihlen et al. (2011) and others have argued that CSR is the way to give industrialism a so called face, which would make it appear as more real and humane. Alternatively, according to Ihlen et al. (2011), this would make the damaging actions come across as more fair. Finally, Ihlen et al. (2011) note that, making profit is not the main rationale behind CSR, in other words, companies may engage in CSR to make financial profit.

3.1 CSR as Strategy

A company's actions are usually carefully considered and thought through many times, both in theory and in practice. The same goes for a company's CSR. Boubakary and Moskolaï (2016) note that a company that has not thought about CSR as strategy is more dicey compared to those for which it is part of a business strategy. Aksak, Ferguson, and Duman (2015) also state that if CSR is not a strategic decision, it is more difficult for a company to build strong relationships with the community which weakens the company reputation as well as creates mistrust. According to Boubakary and Moskolaï (2016), CSR as part of a company's main operations also offers opportunities for better corporate image or advantage compared to competitors. Admittedly, CSR research can be difficult in some cases because the object enables many approaches (Boubakary & Moskolaï, 2016, p. 164).

The purpose of the CSR as strategy is, firstly, to determine which are the factors that a company values and wants to implement when considering CSR actions (Gazzola, 2014, p. 332). According to Gazzola (2014), a company that engages in strategic and systematic CSR can guarantee its stakeholders that ethical actions are made even if the company's main purpose is to make profit. As noted earlier, CSR as strategy also requires time and effort at the managerial level, otherwise its benefits will be limited (Gazzola, 2014, p. 332). Cornelissen (2017) points out that strategic CSR starts from leadership, and spreads to the other parts of the organization through communication, and thus communicated to other stakeholders. He continues that CSR as strategy requires consistent reporting as well as ongoing attention when it comes to these CSR issues. Strategic CSR must be considered as a long-term strategy and complete, as the

purpose is to generate information for external stakeholders and maintain company's reliable and responsible reputation (Cornelissen, 2017, p. 257).

Gazzola (2014) states that a company which has integrated CSR into its strategy must prove that its desire to act responsibly is genuine, not just a tactical choice. However, how can these be eventually measured? CSR as a part of the strategy also creates operational pressures for the company, as it must change according to the values (e.g. ecological production) (Gazzola, 2014, p. 332). When CSR is count as a business strategy the whole foundation for these CSR actions are made, as it is constantly present in the business operations (Gazzola, 2014, p. 334). This means that a company does not have to take action only in the situation of a crisis, but in a certain way the operation is based on responsibility in general.

CSR as strategy has also been criticized because it is a very niche area (Ihlen et al., 2011, p. 8). Ihlen et al. (2011) continue that CSR is a topic which can be determined by the company itself, in which case it does not necessarily offer the best outcome for other stakeholders (e.g. community). This is why, it has been argued that not all CSR activities benefit everyone (Ihlen et al., 2011, p. 8). For instance, a company that does not offer a product cannot utilize CSR and benefit from responsibility for the production itself.

3.2 CSR and Public Relations

For an organization it is a lifeline to have and maintain interactive relationships inside the organization itself and with its external stakeholders (Fawkes, 2008, p. 4). There are many definitions for public relations depending on the approach, however, public relations is generally viewed as a communication aimed management function for organizations to preserve these relationships (Fawkes, 2008, p. 4). Organization's stakeholders consist of internal and external groups that influence on the organization, for example, employees, owners, customers and suppliers (Fawkes, 2008, p. 5). Today, it is important for an organization to stand out and be different. An organization that has made an effort managing its public relations has a great advantage in the world's business competition (Fawkes, 2008, p. 5).

According to Fawkes (2008) public relations is used as a communicative tool that is considered one part of company's ethical management function. The author continues that designing and

maintaining public relations takes time because the purpose of it is to prove an outsider what the company looks inside. Good public relations is considered to be an interactive and long lasting relationship that should be maintained as any other (Fawkes, 2008, pp. 4–5). Fawkes (2008) finds that the public relations professional must be familiar, for example, with politics, economic and technological issues, and how they change over time, because the borders can be unsettled. Public relations covers both external and internal communications with the company's stakeholders so with handling public relations well, the company invests in creating a positive corporate image, engaging people in the company, and improving the atmosphere inside the company (Fawkes, 2008, pp. 6, 8). Internal communication includes information sharing for employees with newsletters, feedback opportunities or surveys while external communication can be the activity on social media and other information that enables the external groups to see inside the organization (Fawkes, 2008, p. 8).

As some authors state, CSR is one of the functions of PR because it is a tool for a company to meet its audience (Woods & Somerville, 2008a; Woods & Somerville, 2008b). CSR is also seen to be one of the main tasks of a PR specialist, and is therefore perceived by many companies as part of these relationships (Wood & Somerville, 2008b, p. 152). Wood and Somerville (2008b) argue that PR practitioners should be one of the moral compasses, building a relationship between the community and the company, meaning that one has to do more good for the whole community than for the company itself. Also Aksak et al. (2015) state that CSR is one of the major concepts of corporate PR activities (p. 79). However, CSR and PR together create a dilemma because the actions of the company should benefit the company as much as possible, despite the community's interest (Wood & Somerville, 2008b, p. 152).

In the context of challenger brands the combination of CSR and PR is not as complex. Oatly's Creative Director John Schoolcraft stated in 2016 that the company does not exist only because of the profit. It wants to challenge people beliefs and make products that are inside their own value-base (THE CHALLENGER PROJECT, 2016). This means that the farming process as well as all other production processes are made as green as possible. Schoolcraft (2016) continues that Oatly makes a lot of political statements that are connected to the food production in general (e.g. animal wellbeing and farming process). It can be stated that a company which only purpose is to make profit would not make these kind of statements because of the impact. It is true that today, referring to politics may lead to negative outcome.

From a social perspective, the authors state that PR is not a democratic process because it is difficult to discern the manipulation for the benefit of the company (Wood & Somerville, 2008). Indeed, rich companies have greater visibility and control over people and their needs than smaller companies have (Wood & Somerville, 2008a, p. 98). According to Wood and Somerville (2008a), a company should respect its audience and notice that public trust is valued amongst the stakeholders in any industry. They continue that a positive image in PR is created in practice through dialogue, mutual appreciation, and general interaction. As part of corporate PR, CSR truly aims to benefit stakeholders as much as possible by meeting the needs of each group and by interacting with them (Wood & Somerville, 2008b, p. 157). These and many other authors (see subchapter 3.3) argue that from the perspective of stakeholder theory it is important for a company to identify the groups that are connected to the company, because it allows the company interact strategically with its public. These actions should reach all the way to a company's decision process (Wood & Somerville, 2008b, pp. 157–158). The whole concept of stakeholder theory is viewed more closely in subchapter 3.3.

Stakeholder theory has also been used among PR practitioners as a strategic tool as it is perceived to be a measure of corporate ethics and reputation (Wood & Somerville, 2008a, p. 95). According to Wood and Somerville (2008a), because of the strategic PR it is important to recognize the stakeholder groups, as they are related to the company values and interact almost continuously with each other. As Aksak et al. (2015) state, PR is a tool to express these values and norms as well as discuss with consumers the ways in which the company operates. This statement is supported by the idea that CSR is the acts based on the own will of a company, which should not have other agendas in itself, in other words the company wants to be responsible and do ethically good decisions (Prezly, n.d.). It is PR which brings out these ideas, rather than formulate them, meaning that the company should even have thought CSR before its PR actions, so the responsibility is authentic (Prezly, n.d.).

A well-managed PR affects the company only positively, though it adds more responsibility which the company needs to be aware of and bear (Wood & Somerville, 2008a, p. 100). Wood and Somerville (2008a) state that communication is everything because it supports the company to overcome crisis and, in certain cases, this can reduce financial losses. Aksak et al. (2015) emphasize that managing PR is one tool to define the whole company as well as attract consumers to use the particular product or service. The authors state that the purpose of a strategic PR is to develop communication, including understanding, authenticity, etc. which as for

increases sales and strengthens relationships with the audience. Wood and Somerville (2008) note that it is also important that this kind of expertise is highlighted and disseminated through campaigns and other events. They remind that PR should be a tool for the PR professional to take all advantage of these events. In addition, strategic PR requires a conscious evaluation of its effectiveness, especially when dealing with negative and threatening issues (Wood & Somerville, 2008a, p. 96). Finally, according to Wood and Somerville (2008a), reviewing and evaluating actions in any context is a good way to develop a business.

3.3 Stakeholder Theory

The very first version of stakeholder theory was developed by Freeman in 1984 (Morsing & Schultz, 2006, p. 324). Its main purpose then was to help the management in operation with the people who are affected and who affect to a company, the stakeholders. (Freeman, Harrison, Wicks, Parpar & de Colle, 2010, p. 3). Freeman et al. (2010) state that the first versions of the theory contained only the idea of stakeholders in general and the main definition of what these stakeholders could be. The authors continue that it was also considered of what management should pay attention to when interacting with these stakeholders. Today, one of the main purposes of stakeholder theory is to help run and understand the ethical business of a company, which means that the company has a great responsibility over the people operating for and around it (Orts & Strudler, 2009, p. 605). Orts and Strudler (2009) argue that today, stakeholder theory provides an ethical framework for a company's corporate social responsibility. Morsing and Schultz (2006) who have studied more CSR communication note that stakeholder theory has been developed to the direction where it is more important to engage stakeholders, in other words, to have more communication and dialogue with them. They also state that the theory has been useful for many studies in the field of CSR and CSR communication.

Today's business world is strongly guided by globalization and general development of industries, which leads to an increasing number of stakeholders being aware of business prosesseses and having more economic knowledge (Freeman, et al., 2010, p. 3). Freeman et al. (2010) define stakeholders to be all of the people who can influence or can be influenced by the company, for instance, owners, suppliers, customers, community, etc. They also assume that the stakeholders have an interest or an agenda and are that way involved in the company.

According to Freeman et al. (2010) three main purposes of the stakeholder theory includes the understanding of *value creation and trade*, which reflects to the understanding and managing business today, *ethics inside capitalism*, which views ethics, responsibility and sustainability from on economic perspective, and *managerial mindset*, which are the guidelines of what is currently being taught to students and leaders about today's business world (p. 29). These concepts are all individual but they all have the same goal for the company and its management of staying ethical towards the stakeholders (Freeman, et al., 2010, p. 29).

Other authors also note that with the help of stakeholder theory it is possible to find out how the business is maintained proper and effectively as well as where company's responsibilities reach in a world that aims to the maximum profit and economic success (Orts & Strudler, 2009, p. 605). Orts and Strudler (2009) also state that sustainability and business ethics have become more and more important assets for companies in different operations. Because of that, stakeholder theory has also been integrated with corporate social responsibility and developed as a totality (Orts & Strudler, 2009, p. 605).

Donaldson and Preston (1995) have studied extensively the interaction between stakeholders and the corporations. They have divide stakeholder theory into three categories according to the act of managerial situation: normative, instrumental, and descriptive approach. These views can be roughly separated from each other by the basis of their values (Preston & Donaldson, 1995, p. 71). According to Preston and Donaldson (1995), the normative approach holds that the stakeholders are groups or individuals with a shared interest in the operation of the company (e.g. consumption, or shared ownership), and this interest extends even to the identity of the individual. The authors continue that the business is not in the competition just for the profit, but has an ethical basis. The normative approach also emphasizes the company's moral responsibility for its stakeholders (Preston & Donaldson, 1995, p. 71).

Instrumentally, the theory is guided by the relationship between the company and its goals (e.g. growth, profit, etc.) and stakeholder management (Preston & Donaldson, 1995, p. 67). According to Preston and Donaldson (1995), the approach examines the pros and cons of the relationships, so companies need to take into account the interests of their stakeholders in order to be able to meet the requirements which has been set to them, and achieve its goals. Alternatively, if this does not actualize, so the company does not take into account the needs

of its stakeholders, the risk increases and the goals will not be fulfilled, for example financially (Preston & Donaldson, 1995, p. 71).

Finally, a discriptive approach, which describes the activities of the company, and in particular the activities within it (Preston & Donaldson, 1995, p. 67). Preston and Donaldson (1995) note that the approach can even help to explain certain behaviors inside a company including the company as a whole, how managers maintain the business, and how the business is literally done. The authors continue that the purpose of this premise is to explain the past, present, and future activities of the company.

The concepts of CSR and stakeholder theory have been linked to each other already in early 1990s and the research field has grown ever since (Freeman et al., 2010, p. 242; Freeman & Dmytriyev, 2017, p. 9). The similar attitude towards business, especially in terms of ethics, has been the main connection point between the concepts (Freeman & Dmytriyev, 2017, p. 9). Freeman and Dmytriyev (2017) state that researchers have different approaches to the concepts and their connection, some perceive them to be subsets to each other, while others see them competing, and many think they are complementary. However, the purpose of both of the concepts is to look at business ethics, but from different points of views (Freeman & Dmytriyev, 2017, p. 9). Freeman and Dmytriyev (2017) notice that there is also some overlap and the greatest is that both focus on social responsibility in business operations.

On the one hand, the biggest diffenrence between stakeholder theory and CSR is that stakeholder theory includes all of the corporate resposibilities, of which social is only one of many, on the other hand, CSR is most concerned with social responsibility (Freeman & Dmytriyev, 2017, p. 10). As can be observed in Figure 1, the purpose of CSR is to consider society as a whole, whereas stakeholder theory has divided all individuals into their own specific groups. Oatly is clearly concentrating on the society in a large scale as from Oatly's Sustainable Report (2018) can be observed that the company does not only want to operate on one field but be available for all.

Figure 1 also shows how CSR contains only a part of the concepts that stakeholder theory includes. However, there are companies that are making their CSR actions for the whole globe or make conditions better in the part of the world where it does not even have any operations (Freeman & Dmytriyev, 2017, p. 10). Freeman and Dmytriyev (2017) have a good example

when it comes to working conditions, where the main purpose of CSR is to take into account work related actions such as child labour and environmental issues, whereas stakeholder theory wants to emphazise the rights of emloyees and humans in general, and consider the conditions they are affected by. In the past, CSR ignored the financial issues and performance of a company, while stakeholder theory brings also these perspectives to the field (Freeman & Dmytriyev, 2017, p. 10).
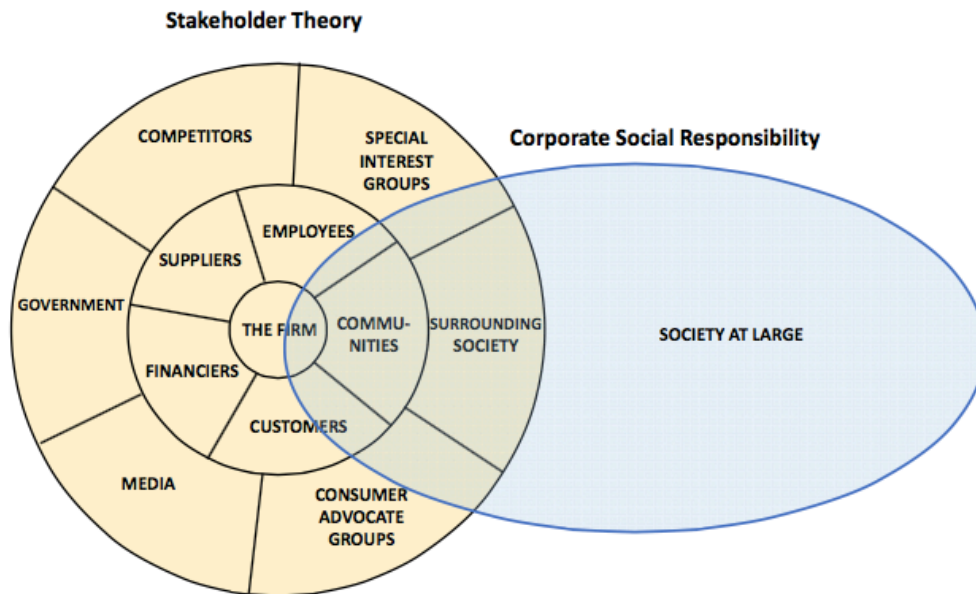

Figure 1: The relation between CSR and Stakeholder Theory (Freeman & Dmytriyev, 2017, p. 11)

Overall, as the figure shows, stakeholder theory and CSR within the company touch clearly on each other (Freeman & Dmytriyev, 2017, p. 11). According to Freeman and Dmytriyev (2017), stakeholder theory takes into consideration those company values which affect people, while CSR concentrate on the whole society, including the people but also environmental responsibility and the planet as a whole. However, a number of conceptual differences have been noted by many authors, and researchers have found areas where stakeholder theory and CSR can be seen as complementary (Jamali, 2010, p. 218). Jamali (2018) states that the effectiveness of CSR can be studied by using the areas that stakeholder theory includes inside and out the company. Researchers have also found that by studying stakeholder influence on company, the concepts that CSR is emhasizing are very relevant (Jamali, 2010, p. 218). So it can be argued that both stakeholder theory and corporate social responsibility support each other.

However, stakeholder theory has been criticized for its limitation because the concept of stakeholder is very broad, meaning that almost anyone can be a stakeholder for a company (Orts & Strudler, 2009, p. 606). According to Orts and Strudler (2009), it is vital for a company to divide and identify these groups because the business activities are done for and with them differently, depending on which group is in question. Mansell (2013) has argued that the ethical perspective of stakeholder theory may be in dissonance because the main purpose of a company is to make profit which is mainly made without taking the stakeholder's interest into account. The author also states that the stakeholders have no clue about the stake they are having in the company, which harms their maximum benefit they could get from the company. Despite the critique, it can be noted that it is very interesting for CSR to take into account the issues that have been studied more closely from the perspective of stakeholder theory and stakeholders.

In a case of Oatly (or any company) identifying the stakeholders helps the company to target their CSR communication. When communicating with a particular stakeholder a company needs to emphasize different issues. Consumers may want to know about the features of a different product while the suppliers need information of the supply chain. At the same time, it will be easier for the company to track down all the factors in its production and prove these actions to be, for instance, responsible. Those stakeholders (e.g. farmers, suppliers, etc.) should also share the same values as Oatly and by identifying these stakeholders it will help Oatly to be responsible as a whole not in certain parts. Thus, Oatly needs to know what it is offering consumers in order to be able to lift itself on this ethical stand.

4 CSR AS COMMUNICATION

There are many ways of defining the concept of communication and many of them have been tied around human interaction (Griffin, Ledbetter & Sparks, 2019, pp. 5–6). Griffin et al. (2019) define communication as conscious choices of using words, gestures, expressions, etc. "Communication is the relational process of creating and interpreting messages that elicit a response". However, Baxter (2015) defines communication the way people build our reality. "The world is not made of objects but people's responses to these objects and their meanings. Human worlds are not made up of objects but of people's responses to objects, or their meanings. These meanings are negotiated in communication" (Stewart, 1999, p. 25; cited in Baxter, 2015, p. 4). Baxter (2015) continues communication to be the process humans use to define reality itself.

The core unit of communication is message, which can be inter alia text or talk (Griffin et al., 2019, p. 6). Griffin et al. (2019) state that all the messages have a content and/or a meaning. They also note that communication is making and creating those messages by adapting, planning, or generating them. Communication is always meaningful and it has an effect on the relationship between people who are involved in the situation (Griffin et al., 2019, pp. 7–8). Finally, Griffin et al. (2019) state that communication can be seen as a process where the sent messages are meant to create emotions and responses. As the world, also communication is changing and nowadays many are using social media as a tool for communication (Ali et al., 2015, p. 166).

"All publicity is good", a phrase that has been broadcasted to companies for decades, has lost its meaning because these days, companies do not want to be in a situation where the CSR issues are being used against them (Mark-Herbert & von Schantz, 2007, p. 5). According to Mark-Herbert and von Schantz (2007), this in turn makes communication about these matters more visible as it can be a factor for business to continue its operation. The authors also found that the socially active companies (e.g. Ben & Jerry's) have been leading the way in CSR communication. Today's companies no longer wonder whether they should be connected to their stakeholders, but rather how they do it (Mark-Herbert & von Schantz, 2007, p. 5). Indeed, communication has been found to be the final touch when it comes to practical CSR (Dawkins, 2005, p. 108). However, even the EU regulations state that CSR communication is voluntary communication for the company (Mark-Herbert & von Schantz, 2007, p. 5). Mark-Herbert and

von Schantz (2007) argue that a company cannot be entirely confident when it comes to CSR and business ethics if it does not communicate on these issues. However, as the authors state, CSR communication is an area that should be further researched.

CSR communication has been seen as a contradictory area because it creates problems between companies and their consumers (Morsing, 2017, p. 284). Morsing (2017) mentions that the consumers want and even assume that the company communicates on CSR issues, but they are also criticized for doing greenwash. The concept of greenwash has been difficult to open and explicate, since it has been seen as wide and blur from the beginning of 1990s, which many researchers have not been able to fully explain (Lyon & Maxwell, 2011, p. 5). Lyon and Maxwell (2011) state that greenwash is greatly connected to acting and telling false information about the environmental impact of a certain company. However, the authors note that the information is not necessarily completely false, only a part of the truth has been omitted or not told. The authors have also found that companies want to inform their stakeholders specifically about the activities that are environmentally friendly, in order to improve the company's image. Nevertheless, people see certain businesses as environmentally bad, and today good deeds are condemned as greenwash (Lyon & Maxwell, 2011, pp. 3–4).

Companies often stand between two fires because their main purpose is to make as much profit as possible, but at the same time, environmental activists are really putting pressure on them to improve their performance, which would have the most "green" effect on the planet (Lyon & Maxwell, 2011, p. 5). A concrete example of greenwash is when a company chooses not to tell the whole truth about the damage its operations are doing for the environment (Lyon & Maxwell, 2011, p. 7). Lyon and Maxwell (2011) discuss the case of Royal Caribbean International, which is a cruise line company. The company informed their ships to have an environmental progressive wastewater treatment system (Lyon & Maxwell, 2011, p. 5). Lyon and Maxwell (2011) continue that the company had altogether 26 ships, in which only three this system was installed. Lyon and Maxwell (2011) state that this is a strategic choice made by the company. Mark-Herbert and von Schantz (2007) also note that communication without deeds is not a useful tool for a company. Being caught up with greenwash can have very negative effects on the company, so why take the risk? Old deeds can also later find the light of the day.

As noted in subchapter 3.3, it is vital for a company to identify the stakeholders with whom to interact. For CSR communication it is also important to find and identify these stakeholders

(Mark-Herbert & von Schantz, 2007, p. 5). Cornelissen (2017) notes that managers can some-times find it very difficult to give power to an external stakeholder. The author emphasizes that it can also be difficult to give some of the power to others, even in everyday life. However, Dawkins (2005) argues that not all information is equally important to every stakeholder. The author has separated the audiences of the company into internal and external groups, and found that between these groups the CSR communication can vary widely. According to Dawkins' (2005) findings the employees have a strong need to know the CSR actions the company they represent is making. It has also been noticed that employees want to be informed about em-ployers' actions when it comes to CSR (Dawkins, 2005, p. 117). According to Dawkins (2005), internal communication is found to be important because it increases work morale and moti-vation, as well as improves the perception of the employer.

Alternatively, when communicating with external groups it is important to observe more the tone because it can influence the audience's desire to spend their time seeking more infor-mation about the company, which in turn builds a more trustworthy relationship between the company and its audience (Dawkins, 2005, p. 116). CSR communication plays an important role for consumers who identify themselves as users of a particular product, for example a self-interest for the environment (Morsing, 2017, p. 284). Morsing (2017) states that CSR commu-nication within companies has been increasing due to political developments. According to the author EU is trying to put pressure on companies for certain choices and actions, which will help to maximize the dialogue capacity with the external groups. She continues that CSR com-munication can be associated with empty words or marketing, which means that businesses should recognize and acknowledge that this kind of sensitive concept as CSR should be opened up and discussed with the stakeholders. Morsing (2017) states that it is the CSR which cause consumers' criticism so the most important for a company is to take action and stand behind its words. As discussed in the subchapter 2.4 the challenger brands are the ones which con-stantly need to prove their actions and stand behind their words. With the challenger brands it is important to them to operate this way in every area, not only when it comes to CSR issues.

As CSR issues grow, the communication strategies have also increased among stakeholders (Cornelissen, 2017, p. 258). Cornelissen (2017) states that many have seen CSR communica-tion as a persuasive channel for managers. However, the main purpose is to build democratic discussion and dialogue. To a company it can be detrimental to use aggressive CSR communi-cation, because in reality its purpose is not to arouse or cheer for good deeds, but rather to be

more informative and available (Cornelissen, 2017, p. 259). So how can a company actually improve its CSR communication? Cornelissen (2017) provides few actions of how these kind of improvements can be made. By setting clear and progressive objectives a company can show the stakeholders and other operators that it is serious about the subject, set forward ongoing goals and go a little further, and report systematically the CSR issues (Cornelissen, 2017, pp. 260–261). According to Cornelissen (2017), involving the stakeholders in a company's operation is always a big advantage which can be accomplished in practice by embracing social issues that matter to the stakeholders and what topics they like to discuss. Finally, open reporting and being accountable which are important, because reliable data and professional (e.g. consultants, accountants, etc.) opinions of actions always gain their own credibility, especially when trying to influence the minds of the stakeholders (Cornelissen, 2017, p. 261).

4.1 CSR and Rhetorical Tradition

Communication is part of our everyday life, therefore rhetoric flows in our daily lives and creates social actions in interaction (Higgins & Walker, 2012, p. 197). Higgins and Walker (2012) continue that communication is mainly concerned with how language is effective in persuasion and more specifically the ways people try to convince their audiences about their definition of reality and to shape their world. However, the rhetorical tradition originates in ancient Greece and aims to the understanding of social situations as well as their construction (Craig, 1999, p. 135; Ihlen, 2011, p. 151). Craig (1999) states that rhetoric has a strong influence in society because it can be used in persuasion and manipulation of the public. This creates a dilemma in the field of rhetorical communication theory (Craig, 1999, p. 135). Ihlen (2011) notes that examining rhetoric in the context of CSR can help to figure out how communication occurs and why a company makes such communicative decisions.

Higgins and Walker (2012) identify the classical rhetorical appeals that are made according to Aristotle's prospect. These appeals explore the meanings inside logos, ethos, and pathos. The authors continue that logos indicates the convincing the audience through logic. Rational arguments and evidence create a reason of which argumentation is an important persuasive strategy (Higgins & Walker, 2012, p. 198). Alternatively, ethos refers to the credibility of a company which is created by expertise or similitude (Higgins & Walker, 2012, p. 197). According to Higgins and Walker (2012), the similitude is created often using pronouns such as we and I

form which creates a sense that allows the audience to identify themselves through the company. Finally, the purpose of pathos is to influence the emotions of the audience and create different emotional reactions (e.g. happiness, anger, or sadness). Images as well as other visual elements can be involved in the creation of pathos.

Ihlen (2011) states that rhetoric [in a context of CSR] consists of a rhetorical situation. The author continues, such a situation to require a problem, a topic which the company seeks to address and clarify through rhetoric. Such a problem can be an allegation of greenwash or other crisis type of situation (Ihlen, 2011, p. 157). Ihlen (2011) continues that a rhetorical situation also requires an audience to which the messages are addressed to and whose thinking the company wants to change, and act for the company not against it. The author states that in order to convince the public, the situation needs a constraint. An example of a constraint can be a strong emergence for responsibility actions, and that the company is more than just a profit making organization (Ihlen, 2011, p. 158). For this reason, CSR is often seen as a manipulative strategy which purpose is drive only companies' own interests.

Higgins and Walker (2012) state that analyzing discourses in the context of corporate social responsibility can make such concepts as sustainability and responsibility more understandable. The authors continue that it is important to recognize these meanings because they are giving information about the influence on the business practices. Ihlen (2011) continues that rhetoric is a tool to look at how a company handles difficult situations such as crises in the business processes. CSR and rhetoric goes hand in hand, as CSR tends to elevate societal problems (Ihlen, 2011, p. 163). According to Ihlen (2011), many of the CSR actions have an effect on ethos so the rhetoric is used to create credibility which is made by expertise or consistency. If the audience does not believe in the rhetoric (i.e. these means by which the company tries to convince its audience), the rhetoric will fail and the company get an unreliable reputation (Ihlen, 2011, p. 160).

Rhetorical research in a field of CSR has shown that companies should consider the acts they do for responsibility because it can be used to examine both engagement and how companies differ from each other (Ihlen, 2011, p. 162). According to Ihlen (2011), rhetorical research has also shown how companies communicate CSR as well as see the strategies behind the field with which the company maintains its reputation and general image. He continues that visual

rhetoric is also important part of CSR whose research should be increased. Pictures create emotions and assumptions which can engage the audience even more (Ihlen, 2011, p. 167).

4.2 CSR Communication Strategies

CSR communication is a part of a company's strategy that helps it to achieve a specific goal when it comes to rankings in certain area including, being climate or employee friendly company (Morsing, 2017, p. 282). Morsing and Schultz (2006) have argued that nowadays the criticism of CSR is not only directed at the company as a unit, but can be addressed to the company stakeholders such as consumers, suppliers, owners, etc. They note that this reflects the company reputation. The authors have introduced three categories that aim to highlight CSR strategies. The strategies are: the stakeholder information strategy, the stakeholder response strategy, and the stakeholder involvement strategy (Morsing & Schultz, 2006, p. 325; Morsing, 2017, p. 292). Also Cornelissen (2017) has divided CSR communication strategies into three categories with same bases as Morsing and Schultz (2006). These strategies do not seem to have any connection, but have been developed separately. Cornelissen's (2017) model is being used in the field of stakeholder communication.

The first introduced, stakeholder information strategy, is perceived as an objective strategy, on the basis of which the company only informs the quarters that influence on it (Morsing, 2017, p. 292). According to Morsing (2017), this type of communication is one-way from the company to its stakeholders because the basic idea is actually only to inform especially the external stakeholders about the decisions it is making in order to create and maintain a certain profile and positive image. The author also states that the companies which pursue this kind of strategy think that the communication is thorough reliable and all the good deeds arise. The informative strategy is not seen as completely persuasive because of its objectivity (Morsing & Schultz, 2006, p. 327). According to the study Morsing and Schultz (2006) conducted, the strategy is used in practice when a company is actively publishing information on the media, and continuously generating content on these channels. The authors continue that the influential level reaches from the positive side to the negative, when it comes to the stakeholders, as they can thus show credibility to the company and even praise it, or alternatively boycott it. Therefore, it is important that the company informs the public especially about the good actions, which in

turn have a positive impact on the local and even global community (Morsing & Schultz, 2006, p. 327).

However, such a strategy is used in marketing and advertising because its purpose is to create sense rather than make sense (Morsing & Schultz, 2006, p. 327; Morsing, 2017, p. 292). By this Morsing and Schultz (2006) mean that advertisements, as we know them, are meant to sell a certain product and create a need. The authors continue that when people are offered a product, also the need can be created and the process of making consuming decisions is more in the hand of companies. Cornelissen's (2017) alternative is perceived as the informational strategy with the same content as mentioned.

As the second strategy, Morsing and Schultz (2006) present the stakeholder response strategy, which is described as a two-way asymmetric communication model. The authors note that the strategy allows the public to engage more in the company's communication and the company to take into account what the public has to say. Other authors (e.g. Cornelissen, 2017) have perceived this strategy as persuasive CSR communication strategy, and the main purpose of the strategy is to change the attitudes and behavior of the public rather than the company itself (Morsing & Schultz, 2006, p. 327). This strategy makes it easier for a company to identify its stakeholders who want to be seen and consciously influence the company (Morsing, 2017, p. 292). Morsing (2017) states that the strategy can be practiced through surveys, opinion polls and concrete feedback. The strategy makes the company's choices and actions clear to the public and justify why they are relevant (Morsing & Schultz, 2006, p. 327). Morsing and Schultz (2006) continue that the purpose of this strategy is to give sense, which comes out as questions that have highly controllable options i.e. it seems that the communication is two-way, but on closer examination it is only one-way.

Finally, the stakeholder involvement strategy, which emphasizes dialogue between stakeholders and the company (Morsing & Schultz, 2006, p. 328). Cornelissen (2017) has identified this as dialogue strategy, simply by its aim. According to Morsing and Schultz (2006), the strategy involves pressure, but it is equally directed to the company and the stakeholders, both trying to get the other to change. The purpose of this strategy is to make communication occur constantly, and both joys and concerns are shared (Morsing, 2017, p. 293). According to Morsing (2017), the company is ready to change its practices and principles based on the discussion made with stakeholders. In order for this strategy to be beneficial, the company should change

its operation whenever the public so requests (of course justifiably) (Morsing & Schultz, 2006, p. 328). According to Morsing and Schultz (2006), it is important to engage the audience in order to convince them and even afford public support. As a result, the actions of the company benefit both parties, the company perhaps profitably and the audience through highlighting important values (Morsing & Schultz, 2006, p. 328). It is thus a mutual understanding which aim is to involve external groups in the company's decision making process. Morsing and Schultz (2006) found that companies use different communicational strategies depending on the message. Morsing and Schultz (2006) continue that, on the one hand, reports are seen as one-way communication because the public cannot response. On the other hand, social media posts can be seen as two-way communication because the public has the possibility to engage on the message while the company should take actions.

Studies have revealed that communication strategy does influence on consumers' attitudes, by which the researcher means concrete support towards the company, invest of time or money, and be employee at the company (Kim, 2014). It has also been found that consumers appreciate companies that are transparent, open, and balanced when it comes to ethics and responsibility (Kim, 2014, p. 840). It is important that the communication is as clear as possible and difficult word choices and jargon are omitted, with which it describes the CSR actions (Dawkins, 2005, p. 112). Dawkins (2005) continues that CSR communication in practice includes creative so-lutions, for example, impressive, relevant, and understandable information in order to reach the stakeholders as desired. While online, especially, social media is good channel for the CSR communication, it should be noted that offline like newspapers, outdoor advertisements, etc. are also important as not all of the people are online (Dawkins, 2005, p. 112). According to Dawkins (2005), the company must be aware and balance between these options more care-fully. Also Morsing (2017) notes that CSR communication has changed over the last decade to allow consumers to engage in a completely new way with a dialogue. This has been made possible by social media (see subchapter 3.5), which in a way promotes mostly stakeholder response strategy and stakeholder involvement strategy.

4.3 CSR and Social Media

Combining basic CSR with social media seems to be a very important part of the CSR com-munication development (Adi & Grigore, 2015, p. 146). Adi and Grigore (2015) note that CSR

communication on social media and generally online can help a company define its image, and control the direction where it wants to lead the brand. The authors also state that social media offers a completely new chances to a company to spread information across the borders and publics in low cost. Media has put pressure on companies by making news on CSR issues, mostly when it has gone wrong in a way or another. Research have shown that companies need to take more proactive approach to CSR issues in general (Mark-Herbert & von Schantz, 2017, p. 9). According to Mark-Herbert and von Schantz (2017) the actions are made especially when a company has received negative commenting. The authors continue that the stakeholders' awareness and the willingness to know about these choices made by a company have increased because of the media which role is to create critical discussion on the issues.

As technology develops, the CSR strategies change, by which the social media is a concrete example, of how it happens (Ali et al., 2015, p. 172). According to Ali et al. (2015), CSR communication through social media has found to be more open, transparent, and up to date. They continue that good CSR communication, especially on social media, creates positive actions from stakeholders, for example they can like the post or share it. Alternatively, social media creates certain challenges including stakeholders to have their opportunity to share negative feelings, and because social media can reach masses of people, it can be harmful for a company (Ali et al., 2015, p. 167). Other challenges include the lack of managerial level, time, and employee problems, as not all companies have taken into consideration the resources deployed by this channel (Etter, 2013, p. 607).

CSR communication on Twitter continues to grow as part of the corporate communications (Adi & Grigore, 2015, p. 146). Etter (2013) notes that the studies prove that companies which are using more resources on communicating CSR, especially on Twitter, have created more interactive content. The author notes that also the companies that have a specialization on CSR issues are more interactive and better prepared for negative and risky feedback. Burton and Soboleva (2011) continue that Twitter has been a major factor for companies' external communication strategies which are used for marketing or creating stronger the brand.

Twitter affords a company to communicate with external stakeholders who individually have chosen to follow the company (Burton & Soboleva, 2011, p. 492). According to Burton and Soboleva (2011), research has shown that companies have developed their Twitter presence as

they want to be more interactive and engage customers. The authors continue that Twitter allows a company to share larger units of information compared to, for example, traditional media (e.g. radio and newspaper). Twitter allows a company to communicate with followers (exchange ideas) where followers can engage (i.e. comment, like, share, etc.) and to provide information as it is a channel for sharing links which allows followers to seek more and more information (Burton & Soboleva, 2011, p. 492).

Social media has influenced on corporate communication because of its ease, speed, and scale (Ali et al., 2015, p. 176). The researchers found that the level of response is bigger when it comes to CSR-related messages in social media, compared to other media channels. Social media and CSR communication has also found to have more positive impact on the stakeholder because it is seen more informative and transparent (Ali et al., 2015, p. 177). Ali et al. (2015) also continue that this communication channel is better because it can increase the engagement and make the relationships deeper between a company and its stakeholders. As mentioned in subchapter 4.2 companies are utilizing social media in their two-way communication which allows the public to engage and response to their messages in these channels. However, there is not that much qualitative research done to investigate CSR on social media with the perspective of communication.

Bateman, Wildfeuer and Hiippala (2017) state that social media has been a great factor in today's multimodal turn. Multimodality can be seen as a communicative situation which includes more than one different form of communication, for example, magazine can consist of written language, pictures, or diagrams, which all are different communicative forms (Bateman et al., 2017, p. 7). Bateman et al. (2017) continue that social media channels, which are used in everyday life (e.g. work and spare time), are in a significant role in people's multimodal behavior. The authors argue that multimodality is in a great role when it comes to tweets. According to Bateman et al. (2017), while tweets include, for example photos, texts, hashtags, and emojis they have more than one communicative form in them.

Visual effects as well as visual communication in web pages have been studied and researchers have found that when it comes to the features of the online pages most of the people pay more attention to visual effects than other (Josephson, Barnes & Lipton, 2010, p. 3). These visual features are, for example, colors, page design, and clarity (Josephson et al., 2010, p. 3). Barnes (2010) also states that text cannot have as visual connection to the public than pictures. The

author continues that educational studies have been in a great role of finding cases where visual learning has been as important as learning by reading (Laspina, 1998). Images produce emotions, while text is more logical process (Barnes, 2011, p. 167). However, for example a tweet, has been found to be more persuasive or meaningful if both content and visual appearance are connected (Josephson et al., 2011, p. 12).

5 METHODOLOGY

The objective of this study is to understand how social corporate responsibility is communicated in Oatly's Twitter. In this chapter the research case Oatly and the data will be introduced and discussed as well as the methods, multimodal thematic analysis and multimodal critical discourse analysis, which are used for the analysis of the data. In addition, I will discuss the ethical perspective of the study.

5.1 Oatly as a Research Case

Oatly is a Swedish grocery company that develops, manufactures and markets plant-based alternative products for milk, such as oat milk, oat yogurt, oat cooking cream, oat ice-cream, etc. (Oatly Sustainability Report, 2018, p. 6). The company was founded by a food-science professor, Rickard Öste, in 1980s in cooperation with the University of Lund in Sweden (TIME, 2018; Oatly, 2019). The main goal was to develop a substitute product for cow's milk (Oatly Sustainability Report, 2018, p. 6). The product as we know it today was only developed in the 1990s, which led Oatly to be the first oat milk producer in the world (TIME, 2018; Oatly, 2019). Oatly, the brand, was launched in 2001 and since then it has constantly been developing (Allabolag, n.d.). Toni Petersson, the CEO for Oatly since 2012, has been the leader for the company's branding as well as the popularity itself (TIME, 2018). Today, Oatly is the world's leading manufacturer of alternative food products which operates in more than 20 countries (Oatly Sustainability Report, 2018, p. 6). The company grew 65 % in 2018 and its turnover was almost 100 million euro (Oatly Sustainability Report, 2018, p. 6). The Sustainability Report (2018) shows that Oatly has grown also by the number of employees which has increased 70 % since the year 2017.

As mentioned in subchapter 2.4, Oatly identifies itself as a challenger brand, because it challenges consumers' values and beliefs, and stands behind its own words. For example, in the case of Oatly, the company claims that their advertisements are not entirely meant to sell the product rather entertain and amuse people (THE CHALLENGER PROJECT, 2016). However, it could be argued that entertaining and amusing are one of the advertising strategies. Throughout the whole lifecycle of Oatly, the company has been working for a sustainable planet, which drives it to have more than a vision; "a sustainable vision" (Oatly Sustainability Report, 2018,

p. 19). Oatly's Sustainability Report (2018) shows that Oatly's vision is to be a company that is a leader in sustainable development. This can be concretely observed by looking closely at the production of oats which Oatly claims to have made cleaner, more efficient, and highly recyclable (Oatly Sustainability Report, 2018, p. 19). The company wants to make plant-based eating more visible, easy, as well as affordable and supports its vision with concrete goals (Oatly Sustainability Report, 2018, p. 22; Oatly, 2019). The Sustainability Report (2018) also shows that these goals go hand in hand with UN Sustainable Development Goals, whose main purposes are, for example, to strive for sustainable energy production and consumption, equality, and prevent climate change.

The main point of the strategy is to achieve the goals Oatly has set for itself in terms of sustainability (Oatly Sustainability Report, 2018, p. 20). This kind of integrated strategy which is affecting all of the stakeholders that are involved is based on an analysis that Oatly has conducted as well as found effective (Oatly Sustainability Report, 2018, p. 20). Oatly has divided its strategy into four parts including *Resource Efficiency*, *Super Suppliers*, *Committed Coworkers*, and *Upgraded Society* (Oatly Sustainability Report, 2018, p. 21). *Resource Efficiency* is the part of Oatly's strategy which impacts the world, environment and climate (Oatly Sustainability Report, 2018, p. 21). In the Sustainability Report (2018), it is also stated that Oatly's main purpose is to use all the materials and energy as effectively as possible, and reduce waste by using all of the "leftovers (i.e., the stuff we don't need)". The second part, *Super Suppliers*, is about the people and companies with which Oatly wants to cooperate and share the same values as well as the vision, for example, in terms of sustainability (Oatly Sustainability Report, 2018, p. 40). The mentioned factors are in a main role for the company to be sustainable and achieve the goals Oatly has set for itself.

Alternatively, the *Committed Coworkers* are the employees with whom Oatly wants to share the goal of sustainability (Oatly Sustainability Report, 2018, p. 52). Oatly aims at offering a working environment where every person can feel free to be themselves and share their opinions and ideas freely (Oatly Sustainability Report, 2018, p. 52). The final part of Oatly's strategy, *Upgraded Society*, is dedicated to the global knowledge of environmental issues as well as sustainable food consumption (Oatly Sustainability Report, 2018, p. 66). This part of the strategy can be observed concretely from the public events the company is participating and the communication it is having with consumers.

Oatly is presented well on social media as they are active in many different channels such as Twitter, Instagram, and Facebook, to name a few. The company is active in all of these channels and posts many times a week. Oatly also provides own accounts for some countries as on Twitter there are Oatly (original), Oatly UK, and Oatly US. The company provides factual information on their homepage which can be read in many languages (e.g. Swedish, Finnish, English, German, etc.). Oatly is also visible in different social events (e.g. festivals) around the globe. The visual perspective can be noted in every social media channels as well as other social events (i.e. pictures, signs, and colors).

5.2 Dataset

The data I am using for the analysis was gathered from Oatly's Twitter page in June 2019. Oatly has three different Twitter pages including Oatly UK, Oatly US, and Oatly, which is the original page. In my thesis I am going to use only Oatly's original page because it represents the entire company worldwide. Oatly is a Swedish company but uses English as its Twitter language. This could be due to the fact that Oatly is a global brand which operates, for example in United States, China, and Europe.

Oatly's Twitter page is very active. It seems that the main purpose of this channel is to bring out both the company and its products. Oatly uses Twitter, for example, for advertising (e.g. [new] products and where to get them), ideas for consumers (e.g. how to use a certain product to make dishes), and interacting with consumers (e.g. by questions like "Who's had an oat latte today?" and by answering them personally). Oatly pressured other companies through their Twitter with the campaign in 2019 "*Hey food industry, show us your numbers*", whose purpose is to make sure everyone what a company is doing for reducing their carbon footprint. Thus, Oatly does not persuade only private consumers to buy and consume, but uses its power to get more information of other companies. At the same time Oatly wants consumers to higher their expectations towards industries when it comes to, for instance, climate change.

The messages I am analyzing was published between May 2018 and April 2019. In June 2019 when I collected the data there were 6739 tweets on the page. I am focusing on that time range because I started my thesis process in early May so the data was recent and covers the whole year which can be important because all seasons are presented. In this time range there were

273 tweets published. Within those 273 tweets I further identified the ones whose main purpose was to bring out Oatly's own corporate social responsibility by emphasizing environment (e.g. planet and climate), nutrition and human eating habits (e.g. protein and vitamins), and production process which is transparent and does not harm animals (i.e. "wow-no-cow").

Rasche et al. (2017) state that CSR research has been focusing on business ethics in general, environmental, and social issues. This is how the theoretical framework has been in an important role in the first stage of the analysis. With the help of the previous research and articles, I decided to look into messages on Oatly's Twitter page that emphasize manufacturing, environmental, or dietary issues. The analysis includes a total of 160 tweets, some of which were published more than once during the time between May 2018 and April 2019. A unit of a tweet can comprise text and an image, text and video, or text and a link. There are also tweets that contain only text. Oatly does not use emojis or other emoticons in their tweets, rather wants to keep the text as simple as possible. These tweets can be from few words to few sentences. I will be focusing only on the message of the tweets not the interactive features (i.e. engagement) such as likes, comments, and shares. I decided to leave this kind of engagement aspect out because it would have been beyond the scope of my study.

The data I am using is naturally occurring. Naturally occurring data exists even if no research is done and it can be compared to a dataset that is created for a specific research (Silverman, 2010). According to Silverman (2010), naturally occurring data is less susceptible to researcher's influence. This can be compared to an interview in which the researcher can select questions and may even lead the interviewee (Silverman, 2010). Silverman (2010) continues that naturally occurring data can be documents, internet forums, or interaction between people. Worth of mention is the fact that the data for this analysis is gathered from a publicly available Twitter page which is published by an organization. This social media channel entails the whole material I am using for this analysis.

5.3 Ethical Point of View

When conducting a research, its ethical aspects should also be evaluated. In Finland, the ethics prevailing in the scientific community comes generally from the field of responsible conduct of research (Tuomi & Sarajärvi, 2018, p. 150). Tuomi and Sarajärvi (2018) state that the ethical

themes include, for example, honesty and diligence when it comes to, for instance, data record-ing and presenting the final report. The authors continue that publication of the results entails an ethical responsibility on the researcher, because the results should be transparent and not manipulated or conceal. The data gathering must be ethically sustainable and reference to the work of others should be superior (Tuomi & Sarajärvi, 2018, p. 150). Tuomi and Sarajärvi (2018) state that the cited work should not be understated and the credit of the work should be given to the author. According to the authors a study should also be detailed, with nothing left to speculation or interpretation.

The ethical perspective is viewed when exploring my data. It must be noted that I am exploring messages that are posted on social media channel, in this case in Twitter. These messages (as they are called tweets) are public and thus available for everyone to research. The messages I am analyzing are not in a personal social media page and are published by an organization. This is why the General Data Protection Regulation (GDPR) does not apply to this study.

5.4 Methods

In this study, I take a qualitative approach to analyzing Oatly's Twitter messages. According to Silverman (2014) qualitative methods are used when researcher aims to find verbal descrip-tion of a real-life situation. The author continues that a qualitative analysis includes a phenom-enon and context and with this type of analysis it is meant to find out specific meanings rather than explanations or correlation. However, Tuomi and Sarajärvi (2018) note that there are many explanations of this kind of analysis because many emphasize different points when it comes to, for example, differences inside the field of studies.

This is a theory guided study, in other words abductive study. Theory is a helping tool for constructing the research but it does not rest on it (Tuomi & Sarajärvi, 2018, p. 109). In quali-tative studies the meaning of the theory is obvious, because it seems to be a framework that drives the study to its way (Tuomi & Sarajärvi, 2018, p. 23). This can be seen in this thesis as well because the theory is something that affects my analysis in terms of the CSR and how Oatly is communicating it. For example, the first stage of the analysis, which is a multimodal thematic analysis (see subchapter 5.3.1), is done by identifying categories inside the concept of CSR, about which I have read. These categories are for example, environmental and dietary

issues, which are discussed in sustainability literature. The theory supports the data and analysis, but does not limit them. However, the theory gives space for constructing my own meanings and conclusions. This means that I as a researcher am open to look for new insights and findings that are not visible in previous theory. The theoretical framework has also been a major factor for constructing the research questions.

In this study the unit of analysis is a tweet which usually comprise text and a picture. There are also tweets that comprises text and video or animation, and text and a link. The unifying factor is that the text is always present which means that the other element (e.g. images, videos, and links) are the ones that complete the text. Because of the nature of the data, a method with a multimodal approach is required. The research questions I am using are:

1. What kind of corporate social responsibility-related issues does Oatly communicate in its Twitter messages?
2. How does Oatly communicate corporate social responsibility-related issues in its Twitter messages?

Because the dataset is so large it is beneficial to identify themes of which Oatly communicates. It is also logical to answer the first research question by using the method of thematic analysis because it allows me to understand what topics are consistently treated in the data, which in turn clarifies the whole research process. Alternatively, language is an important factor as making the reality happen. Multimodal critical discourse analysis allows me to analyze Oatly's messages as they construct rhetorical meanings. I can answer my research question properly and find out how Oatly's tweets are communicating CSR actions. This is why two different methods are needed.

5.4.1 Multimodal Thematic Analysis

Thematic analysis is a method for perceiving certain patterns as well as similarities and differences within the data (Braun & Clarke, 2006, p. 6). However, the purpose is not to detail a certain unit of data, rather try to understand the data as whole (Braun & Clarke, 2006, p. 8). Braun and Clarke (2006) continue that a theme can be a feature within the data which has a connection to the research question. In this first stage of the analysis the question is; what are the issues Oatly is communicating in their Twitter messages. It is logical to try to answer that

question with analyzing the data with thematic analysis. Because the Twitter messages are multimodal so a tweet can comprise text and a picture it must be noted that the analysis will be conducted as well with the perspective of multimodality. Thus, this analysis finds out meanings inside texts as well as images.

I used Kędra and Sommier's (2018) proposal for visual rhetorical frame. Specifically, I intended to use the first of their stages, with which allowed me to study solely what was in the picture and what kind of story the picture told. Kędra and Sommier (2018) state that the basic idea of looking at pictures and their denotation is just to notice what is in the picture and the story behind it. The denotation can be clarified with the caption (Kędra & Sommier, 2018, p. 45). In this study, I would assume that Oatly's Twitter messages would explain or refine the image. After I went through the data many times, I could say that in Oatly's tweets the picture and the text were thematically allied. Juxtaposition and tone differenced in text and pictures created an effect as the units were separate. By exploring these messages more, I could also say that they would not work without each other.

First I started the analysis by familiarizing myself with the data, in other words Oatly's Twitter page. I noticed already then that Oatly uses Twitter, for example, for informing, and keeping up the dialogue between the company itself and the customers. I decided to limit the data to one year and started to go through the time range more specifically. The themes I identified are constructed from the theory I used and read about earlier. I noticed that the CSR issues are mostly connected to environment because it is a current topic. As mentioned in Chapter 3 it is also important for a company to be transparent when it comes to these environmental issues which can be related to the fact that a company needs to be open about its production issues as well. Rasche et al. (2017) state that usually the manufacturing issues are showing when a company is manufacturing a certain product.

While I went through the data I noticed that Oatly's CSR communication in Twitter includes issues as environmental, dietary, and manufacturing aspects. I continued the multimodal thematic analysis after the data gathering and reduced the material. To support the analysis and to familiarize myself with the whole dataset, I organized the tweets by clustering them according to the information over the environment (e.g. planet and greenhouse gases), dietary (e.g. vita-

mins and nutrition), and manufacturing (e.g. animal wellbeing and general production). To-gether there were 160 tweets between May 2018 and April 2019 that included information about CSR.

At times, it was hard to categorize a message into a certain category because they could have more than one aspect in them. In these cases, I made my own decision of what could be seen as the main perspective of the tweet (see Example 1). As the Example 1 shows Oatly's tweets consist of many perspectives. The tweet points out that the company produces nutritional prod-ucts which contain healthy ingredients for the people. However, I have categorized the tweet as manufacturing issue because I think the focus stands on the manufacturing process, which is done for the animal wellbeing (i.e. no cow is used during the process). It can also be noticed from the picture (packaging and exclamation); which main point is to inform about the manu-facturing perspective. This, indeed, has been one of the main perspectives when I categorized messages under the manufacturing issues.

Example 1 Oatly [Oatly]. (2019, March 27). A couple of decades ago or so, we looked at the nutritional power of oats and thought, What if we forgot the cow altogether and turned oats into a drink? Then we thought, That last thought deserves a million high fives [Tweet]. Re-trieved from https://twitter.com/oatly/status/1110813739232739328

Because the data I was using was very large for this kind of qualitative analysis, I decided to tabulate the data according to the categories I identified after I had gone through Oatly's Twit-ter messages. Tuomi and Sarajärvi (2018) note that tabulating the data can show some features which are hidden inside the thematic analysis. When tabulating the data, a researcher will count

the features that are appearing in the data (Tuomi & Sarajärvi, 2018, p.135). Tuomi and Sarajärvi (2018) continue that tabulating the data can bring a new perspective to the research and show what kinds of things are represented or which are more general. The authors note that tabulating the data can also clarify the information and the whole research situation. Silverman (2014) points out that such a tabulation focuses on features that go through the whole data, rather than individual cases.

	CSR-RELATED			OTHER	
Issue	Environmental	Dietary	Manufacturing	Rest	Total
Quantity	57	52	51	113	273
%	21 %	19 %	19 %	41 %	100 %

Table 1: CSR occurrence in Oatly's tweets from May 2018 till April 2019

Table 1 shows the quantity of all Twitter messages that Oatly published inside the time range of this study which was from May 2018 till April 2019. The total represents all of the tweets including which have no CSR approach. It can be noted from Table 1 that there were 113 Twitter messages that informed other things than environmental, dietary, or manufacturing issues. Table 1 shows that Oatly communicated CSR in 59 % of their tweets between May 2018 and April 2019 which leaves the other messages 41 %. It can be concluded that Oatly takes into account these CSR issues and uses their Twitter for spreading knowledge.

Table 1 also shows that every CSR-related topic on Oatly's Twitter page is on balance. It can be seen how well these issues are represented, when comparing them to others. While the themes are so balanced some conclusions about Oatly's CSR strategy and the amount of time it spends to reflect on these issues is can be made. However, it can be noticed that Oatly's Twitter includes "only" 41 % these other messages. This may mean that Oatly is well aware that CSR issues need to be discussed more than these others. This creates a good foundation for the company's own mission, and creates visibility for these topics.

5.4.2 Multimodal Discourse Analysis

The second stage of this study was conducted by using Multimodal Critical Discourse Analysis as the method, which lies under the umbrella term Discourse Analysis (Olbertz-Siitonen, 2019, p. 5). When analyzing discourse, the purpose is to find if the communicational situations have constructed, for example, by studying lexical or rhetorical choices and meanings (Olbertz-Siitonen, 2019, p. 3). Wodak and Meyer (2001) state that critical discourse analysis studies language as a social practice. However, van Leeuwen (2008) continues that social practices are constructed by the knowledge of the society. Wodak and Meyer (2001) argue that critical discourse analysis includes a knowledge of a conflict which makes the possibility to research power inside the context. It is also interesting to find out how the language is used while showing the power in these social situations (Wodak & Meyer, 2001). However, Olbertz-Siitonen (2019) continues that the purpose of the critical discourse analysis is to take, for instance, political or cultural stance and describe the power of relations and their reproduction in these communicational situations. Because these discourses construct from social practices it is important to study, for example, actors present (van Leeuwen, 2008, p. 5).

When looking at social situations, it is important to identify the actors (i.e. participants) within them (van Leeuwen, 2008, p. 7). Van Leeuwen (2008) notes that when the actor is unknown, it is important to study the context. The author continues that an actor must also be eligible or have competence for being the actor. This means that a company that has not done anything for stopping climate change is eligible for the critique Oatly is giving. Van Leeuwen (2008) also states that actors can be both generalized or specialized (p. 35). The author continues that generalized actors are, for example, groups or classes. Alternatively, specialization refers to individuals.

Olbertz-Siitonen (2019) states that critical discourse analysis aims to find certain patterns and formulas by which these meanings are constructed, not forgetting that there are no specific paths for the analysis. This approach can be very interesting when it comes to analyzing Oatly's Twitter messages because the company is taking the role of being a challenger in a world where climate change is present. With this method I might find features from the Twitter messages that cannot be seen at a first glance. It is also very interesting to see what kind of actors are presented in Oatly's Twitter messages, and how the power is attributed to these actors. Critical

discourse analysis also allows me to examine what practices are utilized to convince customers of one's (here Oatly's) worldview.

In late 1980s researchers who worked with Critical Discourse Analysis found that it is not only the text which makes meanings, but the pictures, figures, and visual features too (Machin & Mayr, 2012, p. 6). Machin and Mayr (2012) state that Multimodal Critical Discourse Analysis can study, for example, the meanings that pictures create. The authors continue that an author's choice of using pictures or other elements can influence on the meaning and therefore are considered communicative choices. Because Oatly's Twitter messages are mostly multimodal, as the tweets are constructed from both visuals and text, I will use multimodal critical discourse analysis as the method of this stage.

In this stage I continued working with Kędra and Sommier's (2018) proposal for visual rhetorical model. According to Kędra and Sommier (2018), the visual rhetorical model can be divided into two stages; denotative and connotative interpretation, of which I used the denotative in the first part of my analysis. At this point I continued my analysis on images into more technical and connotative direction. The purpose of the visual rhetorical model is to find out how colors, and other elements of the pictures are creating meanings, and emotions (Kędra & Sommier, 2018, p. 45). At this stage of the analysis these pictures were also viewed from the perspective of what the argument was about, and what kind of atmosphere was coming through. According to Kędra and Sommier (2018), the framing, lightning, and colors are the tools that can be useful and help to examine the argumentation as well as find out the mood of the picture.

Because my study was two-staged I had gone through the data many times before this part of the analysis. However, I had to familiarize myself with the data using a different point of view. I think that doing the first part of the analysis was very helpful and I found some features that I could use in this stage already at that point. I started this stage of the analysis by observing those entities to which Oatly is addressing its Twitter messages. This was helpful in finding possible patterns of how Oatly communicates CSR.

6 CSR-RELATED ISSUES COMMUNICATED IN OATLY'S TWITTER MESSAGES

This chapter is the first part of the analysis of Oatly's corporate social reponsibility communication on its Twitter page. The data concist 160 posts which were published between May 2018 and April 2019, and the language of the tweets was English. This part of the study is conducted as a multimodal thematic analysis and answers the question, what kind of CSR-related issues does Oatly communicate on its Twitter page.

Oatly uses Twitter as a social channel with which it informs people around the world, for example where to buy the products, as well as give more knowledge of climate change and nutritional features of plant-based products. In addition, Oatly uses Twitter for keeping up social relationships with consumers by answering a person's questions personally, and trying to create conversation (see Example 2). In the following example it can be seen that Oatly has provided a question for the public and may be seeking for an answer. Example 2 shows that Oatly gives everyone the possibility to communicate with the company in the comment section. In this example the question is also in a way easy to answer so many people can identify themselves as latte users or non-users. However, it can be interpreted that Oatly seeks positive answers (in this case "yes") and probably avoids the negative ones (in this case "no").

Example 2 Oatly [Oatly]. (2019, August 23). Who's had an oat latte today? [Tweet]. Retrieved from https://twitter.com/oatly/status/1164839749036597249?s=20

The data is divided into three different themes that are environmental issues, dietary issues and manufacturing issues. These themes include different aspects of how Oatly is communicating CSR. I will introduce the themes next and present them more closely with examples. Later, Table 2 shows the quantity of all Oatly's CSR themed Twitter messages.

6.1 Environmental Issues

When I first started to read about CSR in a company level I found that nowadays the issues discussed are many ways connected to environment and nature, as well as the actions a company should do for being ecologically sustainable. Also the transparency of a company when it comes to environmental issues plays an important role (Rasche et al., 2017, p. 6). According to Rasche et al. (2017), such environmental sustainability actions can be the control of the resources or general knowledge of a company's carbon dioxide emissions and their systematic reduction. Because of the fact that environmental and ecological issues are current it was understandable to take one of the aspects these environmental issues. I noticed right away that Oatly has taken a role of being a pioner of disclosing these issues which can be seen from the examples. Table 2 also shows that these environmental issues are marginally the biggest theme from which Oatly's Twitter messages are constructed.

The Twitter messages that included environmental aspect were informing about climate, greenhouse gases such as carbon dioxide (i.e. CO_2), and the whole planet. The images that Oatly used when it came to the environmental aspect were mostly landscapes such as beach and ocean as well as exotic trees (e.g. palm trees). It could be noted that the environment came up as very tropical images which is very interesting as the company is Swedish and has not such landscapes or nature. The location of these tweets is unknown, but Oatly has made some photoshoots in California, which can be seen the reason for these exotic pictures.

As can be seen from the Example 3, the picture and the meaning of the text does not have anything to do with each other but creates more visibility to the tweet as a whole. Example 3 also shows that the environmental issues are shared with numbers when it comes to reducing greenhouse gases. Here in Example 3, Oatly shares the idea that when people switch cow's milk to a substitute such as oat milk it produces 80 % less greenhouse gases and have a good impact to the planet people live on. I noticed that every tweet that had for example a palm tree or an ocean view as a picture, I categorized under theme environmental issues. I think these are the pictures that have this kind of environmental meaning for the company and they are the ones that people notice when going through the Twitter page.

In the perspective of rhetorical tradition such numbers and factural information are affecting people's logos. These kind of rational arguments and evidence create a reason for which argumentation must be important and persuasive. Oatly is making sure their argument is strong and logical as they are convincing people of their sustainability mission and to come and join them.

Example 3 Oatly [Oatly]. (2018, November 28). Did you know you can pour yourself a glass of oat drink instead of cow's milk for 80% less greenhouse gases? This photo of a palm tree doesn't really have anything to do with it other than providing something nice to look at while you think about 80% less greenhouse gases [Tweet]. Retrieved from https://twitter.com/oatly/ status/1067694615040614400?s=20

The picture in Example 3 seems like a snapshot taken by a person who is passing by. However, the palm tree is sharp and in the middle of the picture which makes it simple but strong. The way how this picture is cropped creates a feeling that there was nobody else near this precise tree. This makes the moment in a way more "green" as the tree has an opportunity to be in peace and grow. Under the theme of environmental issues, a picture of a tree is clever, because trees are ones that makes living in earth possible.

The next message (Example 4) shows how environmental issues are emphasized with these beautiful landscape pictures included. The picture in Example 4 seems like a snapshot where the ocean is big and great while people look very tine beside it. The way how environment is made greater than the human makes this picture powerful. Example 4 also shows the unique of the nature while it represents the huge rock which cannot be seen everywhere. This example creates a very emotionally loaded message with the combination of its picture and text.

Example 4 Oatly [Oatly]. (2019, April 1). At the risk of stating the obvious, it will be harder to replace our planet in the future than to replace your milk with oat drink today [Tweet]. Retrieved from https://twitter.com/oatly/status/1112625682650202112?s=20

The text is also very informative and points out that we have only one planet but it would stay in condition longer if people would make these decisions. Example 4 recommends in a way people to switch to oat milk, or if they are already using the product, to stay with it. From Example 3 and Example 4 it can be noted that environmental issues are informed as it is the oat milk that would save the planet (i.e. people that choose to use these products), and cow's milk that produces most of the greenhouse gases is the worst to the earth. However, it is interesting to see that the pictures give some way similar feelings, but the message itself is gives different point of views.

Example 5 Oatly [Oatly]. (2018, June, 13). Drinking liquid oats: A. Is good for the planet. B. Is fun. C. Is delicious. D. Might inspire you to make really organized lists [Tweet]. Retrieved from https://twitter.com/oatly/status/1006793547608096768

Example 5 shows that Twitter messages that I have categorized under the theme environmental issues, can include the idea of earth. It is also important for Oatly that people are taking care of the planet. Oatly's Sustainability Report (2018) shows that the company has made a lot of effort to show the people how they can reduce their carbon dioxide emissions with their own choices. Like Example 5, there were many of these kind of tweets that had mentioning of the earth and its condition. This example also shows that the environmentally charged tweets do not always include a picture but can be noticeable. It can also be noticed that not all of environmentally charged tweets are only factual and informative. Example 5 is providing both factual information as it makes fun of the list itself by using meta-comment.

6.2 Dietary Issues

Theme that I identified after I had gone through the data many times was the dietary issues. I first called the theme as societal issues but after analyzing the messages I changed the name for dietary issues as the main reason of these messages were to emphasize the health of consumers and not to affect the society as a whole. This is why the concept of dietary issues was invented. The theme consists of tweets that inform the public about nutrition that oats have, such as fiber (see Example 8). Oatly adds calcium in their products (not all of them, e.g. Oatly's organic oat milk), so it is important for them to inform the consumers about these features because calcium is the mineral that strengthens bones (see Example 7).

Example 6 Oatly [Oatly]. (2018, May 28). People with allergies are really great! They're kind of the reason liquid oats were invented [Tweet]. Retrieved from https://twitter.com/oatly/status/1001025610947485696?s=20

Example 6 shows that Oatly in a way emphasizes people with allergies. This is related to the dietary and eating habits which is the reason why I decided to categorize this message under

dietary issues. The allergies (e.g. lactose intolerance) are also one reason why Oatly first started the oat milk production. As the Example 6 shows, dietary issues included the information of allergies and the fact that Oatly suits for everyone. However, I criticize the claim because there can be people who are allergic to oats themselves.

Example 7 under, describes well how the information sharing about the mineral of calcium is made. It is important for Oatly to mention the nutritional content of the product because these kind of alternative products are not that well known compared to traditional milk. As the calcium is a mineral which is necessary for bones to work it is important to categorize this under the theme of dietary issues. Both examples 6 and 7 are providing more information about Oatly's products as alternative products. It might be that Oatly is having this approach as it is important for them to introduce the products to people who has not tried them (or any alternatives) and can have preconceptions.

Example 7 Oatly [Oatly]. (2018, June 11). Excuse us, can we talk to your bones a sec? Hi, love your work holding up the other body parts and inspiring spooky consumes. Just thought you would like to know that oat drink is enriched with extra calcium [Tweet]. Retrieved from https://twitter.com/oatly/status/1006068775215607809

However, as noted above the dietary issues involved also information about the nutrition and minerals that are good and necessary for people to stay healthy. These kind of tweets make sure that consumers know that Oatly's products include vitamins, such as B12 and D. Example 8 shows that the dietary issues that Oatly communicates on its Twitter page are informative when it comes to, for example the fiber gain. Nevertheless, the picture can be seen a suggestion that the product itself contains the carbohydrate in question. Later, I will discuss the concept of ventriloquizing. Here, it seems like Oatly is talking to people's bones which in turn creates the feeling that the human body is very wise and can think for itself.

Example 8 Oatly [Oatly]. (2018, May 16). Just a friendly tweet reminding you to drink your fiber! Because a friendly hand-written note on your fridge would have probably freaked you out [Tweet]. Retrieved from https://twitter.com/oatly/status/996646718677626881?s=20

The picture in Example 8 shows the power of an editorial picture. As the theme of this message is dietary issues and the purpose is to share information about the ingredients a sharp and focused picture of a glass of oat milk is clever. In the picture there can be seen unfocused straws background which creates the atmosphere in which the main point truly is this oat drink in the middle. Next to the glass there can be seen oatmeal which actually are the source of the fiber. The picture is not striking when it comes to the colors but it stands out because of the power of the focusing.

6.3 Manufacturing Issues

The third theme I identified consists of tweets that emphasize the perspective of the manufacturing process as well as resource purchase. This theme points out the facts with which Oatly informs about itself as a transparent company and makes it easy for the public or people that follow them on Twitter to see what is going on inside the factory, or where to find the knowledge about the manufacturing process (see Example 11). The manufacturing issues consist of information about the factory, working conditions, and animal wellbeing (i.e. no animals are used in the process).

As stated above, the theme of manufacturing issues included tweets that informed about resources that were used in the product making process as well as the working conditions (see Example 10). As can be seen from Example 9 Oatly is putting an effort, for example, when it comes to the farmers and their working conditions. This tweet highly informs about the production and makes the company's CSR actions more visible as Oatly has decided to tweet about them. This tweet also tells the public about the resources, in this case, cocoa, which is certified. The picture in Example 9 shows also one of the products that is made by using the UTZ certified cocoa.

The picture in Example 9 creates the same powerful focus as stated earlier under Example 8. The packing is focused and stands in the middle of the picture while there is this green plant unfocused background. This picture has more noticeable colors but is also imposing as it seems to be taken inside with a studio circumstances. The picture in Example 9 is also relevant because the text is connected to the product with connects both this text and the picture of this tweet.

Example 9 Oatly [Oatly]. (2018, May 4). The cocoa in this carton is UTZ certified, so it's subjected to sustainable farming practices and the farmers are given fair working conditions, earn a fair wage and continue to be educated about new farming methods, which might explain a few of its unexplainably good vibes [Tweet]. Retrieved from https://twitter.com/oatly/status/992298046070272001?s=20

Under the manufacturing issues, I also categorized tweets that reminded the public of the fact that the product had not gone through a body of a cow (see Example 10). I thought that these are the messages that makes sure for the consumers that no animals are used in the production process. Oatly's Sustainability Report (2018) shows that this, indeed, is one of the biggest reasons why Oatly even exists, and is the company's specialty. Many of these manufacturing CSR issues were about the cows and that Oatly's "milk" is special because it does not have to depend on animals. Example 10 also shows Oatly's plain manufacturing process and shares the stages of the process from field to the carton. The picture of this Example 10 is relevant because it shows the very first steps of the process.

Example 10 Oatly [Oatly]. (2018, August 21). Our oats are grown, harvested, made into delicious liquid and put into a carton without ever going through the body of a cow. You're welcome [Tweet]. Retrieved from https://twitter.com/oatly/status/1031800579817910273?s=20

Example 10 provides a picture in which the focus stands on the oats while the harvester is staying on the background and unfocused. This picture makes it very concrete where the products come from and how the manufacturing process is happening. The colors of the picture are warm and create the atmosphere of a beautiful farm in which the cows and other animals can live free and happy life. Actually, there are not any animals in the picture present which is the main point of Oatly's production while it is done entirely animal free.

While Example 10 provides a picture of the first steps of the product making, Example 11 takes the manufacturing process to the next level. Example 11 shows that the theme of manufacturing issues is also constructed from Oatly's willingness to be transparent and open in a manufacturing way compared to its competitors. As can be seen from Example 11 Oatly wants to be a pioneer when it comes to the transparency of its factories, and is challenging others to do the same. From their Sustainability Report it could be noted that it is important for them to try everyone else in the grocery business to try to be as transparent as Oatly is. The picture is necessary because it shows the production in action which emphasizes the company's transparency. Example 11 also shows how vanilla sauce is moving inside the factory.

Example 11 Oatly [Oatly]. (2018, September 11). We must look dumb sometimes. This little oat company from Sweden thinking we can help the food industry become more accountable. That's okay, we didn't expect the establishment to be happy when we made our production chain transparent on the internet at oatly.com [Tweet]. Retrieved from https://twitter.com/oatly /status/1039412235150548992?s=20

The picture that can be seen in Example 11 seems like a snapshot that is taken as an employee is passing by this part of the factory. There can be seen that the focus stands in the middle of the picture but somehow the picture seems to create a moving illusion. This kind of feeling is very welcome because the production should move forward. This picture does not include

many colors and is in a way neutral. However, the cropping is the reason why the viewer wants to know more. What can be seen beyond the borders?

As mentioned in Chapter 5 tabulating the data can give the researcher a new perspective when it comes to the dataset. Table 2 demonstrates the quantity and percentage of each theme in a different context. Table 2 includes all the themes that were introduced earlier; environmental, dietary, and manufacturing. It also shows the quantity and percentage of all of the CSR themed messages. The total number tells how many of Oatly's tweets, published between May 2018 and April 2019, have this kind of CSR approach.

Issue	Environmental	Dietary	Manufacturing	Total
Quantity	57	52	51	160
%	36 %	33 %	31 %	100 %

Table 2: The quantity of all Oatly's CSR themed Twitter messages

Oatly's CSR communication in Twitter consists of environmental, dietary, and manufacturing issues which purpose is to create awareness of the actions that Oatly is doing behalf of these themes. Table 2 shows that environmental issues are communicated in 57 tweets of total 160. This is 36 % of all of the CSR themed tweets. Dietary issues are communicated 33 % of the total, and manufacturing issues 31 %. It can be noted that all of the issues are communicated almost as much so Oatly's communication is well balanced. Environmental issues were communicated a few more which can be the outcome of Oatly's own mission to reduce greenhouse gases and work for the health of this planet. However, the Table 2 shows that dietary and manufacturing aspects are almost as important.

Finally, it should be noted that the balance between the quantity of these themes is not necessarily a coincidence. It can be explained as a strategic planning and it can also be assumed that Oatly is considering carefully these CSR activities. This may be the main reason why differences between the themes are quantitatively small. It can also be stated that the content of the tweets by theme was similar. In each category, both text and multimodal elements were represented. This can also be seen as a result of strategic planning and not a mere coincidence.

7 STRATEGIES FOR COMMUNICATING THE CSR-RELATED ISSUES IN OATLY'S TWITTER MESSAGES

This chapter is the second part of the analysis and answers the question of how Oatly is communicating about those CSR-related issues that I discussed in Chapter 6 on its Twitter page. This part of the study is conducted as a multimodal critical discourse analysis. Firstly, this part introduces the audiences that Oatly addresses in its tweets. Secondly, this chapter discusses the ways in which Oatly is persuading the public about its sustainability mission. This perspective was something that was drawn my attention when I first familiarized myself with the data. I will present examples and analyze how this is reflected in Oatly's corporate social responsibility communication.

The implied audiences in Oatly's tweets can be understand by exploring the category construction work done in the tweets. Whittle, Housley, Gilchrist, Mueller, and Lenney (2015) state that categories can usually be constructed through the activities of the agents. These kind of activities can be, for example, same rights, values, responsibilities, or other actions (Whittle et al., 2015, p. 4). In other words, the category is not mentioned but it is implied or can be inferred through mentions of those activities. However, Whittle et al. (2015) continue that these categories of agents are adaptable and flexible, and should be considered in terms of what they achieve in relation to the context in question. For example, in the case of Oatly, an Oatly employee may be both an average person or a contributor to the message. It depends on the context in which category this actor will be identified in. However, categories can also be constructed through simply mentioning the name of the category *(e.g. "Hey companies!" in Example 12).*

When going through Oatly's Twitter page, it can be noticed that certain messages are aimed at a specific audience. It can be said that Oatly constructs audiences and thus targets the messages to different stakeholders as other companies that work in food industry and average people that can be identified as their potential customers and perhaps social media followers (see Figure 2). These groups can be recognized by the fact that Oatly names them directly, or by observing actions that are implied through the tweets.

Figure 2, below, provides a visualization of the different audiences that are constructed in Oatly's Twitter messages. Figure 2 shows that Oatly addresses messages to other companies

which are working inside the food industry as well as average people or Oatly's possible consumers. On the one hand, Oatly addresses other companies as another company, on the other hand, average people are addressed as the company Oatly, Oatly's employee (e.g. social media writer), or nature (e.g. Earth, Mother Nature, or Trees). However, it is always Oatly who is in charge of these Twitter actions. It can also be noted that Oatly speaks through people and uses them in a way as messengers. As can be seen from Example 13, later, Oatly asks people to send a specific message to trees.
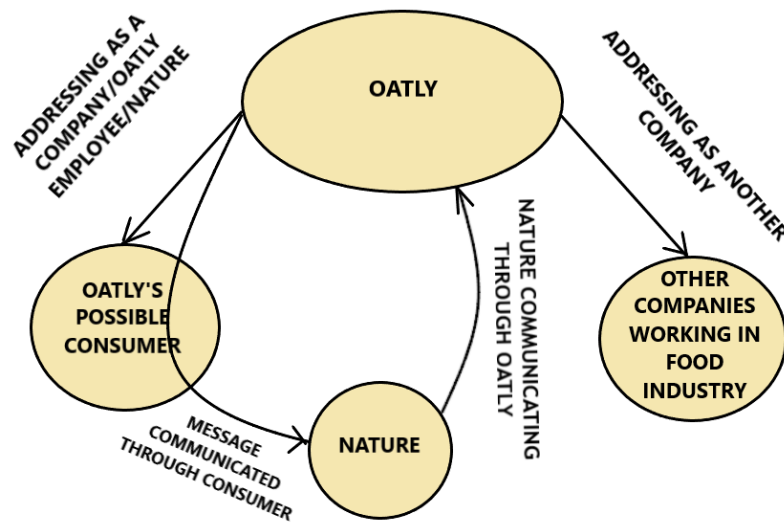

Figure 2: Oatly constructing its audiences

7.1 Talking to Other Companies Working in Food Industry

From Oatly's Twitter page it can be seen that certain tweets are addressed to a particular stakeholder. Oatly constructs different audiences or at least recognizes their existence. Thus Oatly is visibly addressing certain tweets to other companies although it is individuals, as followers and other potential customers, who are reading the tweets. This can be noted from the fact that Twitter is a public social media channel which allows everyone to read the tweets published. It is also interesting to explore people who are following Oatly as customers and other company representatives. The names of these companies are never mentioned (see Example 12). However, it seems that Oatly treats these particular companies as living beings, even though the concept company in itself is an abstract notion. This is reflected in the fact that Oatly constructs

companies as capable of performing certain actions although, in reality, it is the people inside the company that are acting. However, the internal actors of the company are not specified, which creates more of a feeling that the word company itself is alive and able to perform.

Example 12 Oatly [Oatly]. (2018, June 12). Hey companies! Please join us in making it easy for people to eat healthy foods without taxing the planet's resources! See, now it will be awkward if you don't [Tweet]. Retrieved from https://twitter.com/oatly/status/1006431161063755 781

As Example 12 shows the tweet starts with a shouted greeting with the word companies. This example is a direct indication of who the message is aimed at. This tweet attracts attention and is a message to those whose work (e.g. production) Oatly intervenes in as a company. However, it should be noted that Example 12 as well as all of the examples are for general distribution so that private individuals can also see and comment on them. The purpose of this tweet may be to create general pressure for companies to change their production habits for more sustainable direction, especially when Oatly has not specified any of these *companies*. Nevertheless, it can be noticed that these companies may actually be actors in the food production which is implied in the message of the tweet. Oatly asks them to *join in for making healthier foods* that will not be harmful for the planet (e.g. create much carbon dioxide emissions). Later, I will discuss the concept of shaming which is present in those tweets that are directed to companies.

If the Example 12 is explored through the themes I identified in Chapter 6, it can be seen that it deals with environmental issues and the fact that some companies may not consider the consequences that production or the product itself is doing to our planet. Tweets that are aimed directly at companies are all somehow connected to the environment and they have the same message; production should be such of which does not pollute so much nature and thus destroy

the earth. I noticed that the tweets that are addressed to companies do not include any illustrative images, figures, or other visual elements. It can be Oatly's strategic decision not to give out so much information that those other companies itself would be forced to find out these kind of facts. However, this can be a result of an another communication strategy where the simplest messages can appear as the most powerful ones.

7.1.1 Public Shaming

As Oatly addresses other companies that work in the food industry, the tone of these messages is very demanding. One strategy that Oatly uses is public shaming. Shaming can be seen as a strategy which purpose is to group people (Stearns, 2017, p. 1). Stearns (2017) continues that shaming is a tool for distinguishing the subject, and it is sometimes used to construct, for instance, social hierarchy. Thus, public shaming on social media can be seen as a factor for raising solidarity among certain groups (Stearns, 2017, p. 122). Stearns (2017) also argues that there is a personal dimension of shaming because it creates self-conscious reactions. This supports the notion that Oatly anthropomorphizes companies and sees them as living entities.

How can this then be reflected on Oatly? As discussed earlier with Example 12, Oatly uses the pronoun *us* that differentiates Oatly itself, its potential customers, and followers from others, the ones Oatly shames. Public shaming occurs with the intention of exerting pressure on other companies for the climate and nature. However, these messages are intended for consumers and the general public to read. These kind of tweets are published amongst others tweets and there is no limit to the visibility. In fact, this is putting even more pressure on companies because Oatly is displaying these messages to individuals. It must be noted that public shaming is involved only when the tweet is addressed to companies.

Example 12 (see subchapter 7.1) as well as Example 13 below show that Oatly pressures companies working in food industry. Oatly does not mention a direct object of the message but makes it clear that some actions should be made. In both examples there is this meta-comment *See, now it will be awkward if you don't*, which in turn arouses the feeling that Oatly is already at the core of these kind of environmental activities. This comment also gives the impression that if companies did not change the ways the operate, it would be embarrassing to them, especially since Oatly has thrown the ball at their side of the court. In Example 13 it is also

emphasized that the plea to the other companies is made in broad daylight. With all these wit-
nesses it is indeed *a really public invitation*. At the same time, Oatly implies that, at the mo-
ment, companies are not helping people live healthier life.

In addition, the public has already read the request. However, there are two ways of under-
standing this sentence. On the one hand it is embarrassing for a company if there are no changes
made, on the other hand, it is embarrassing for Oatly if this tweet has no effect. This is a really
good gimmick to make difficult topics humorous and get this, so called, permission to broach
the climate change because it has been made an interesting and "fun" topic.

Example 13 Oatly [Oatly]. (2019, February 25). Hey companies! This is a really public invita-
tion right here on social media in the middle of a weekday and everything, asking you to join
us in making it easy for people to eat healthy foods without taxing the planet's resources. See,
now it will be awkward if you don't [Tweet]. Retrieved from https://twitter.com/oatly/status/10
99972285807632384

Please, join us (see Example 12 and Example 13) also tells that Oatly is experiencing or has
already proven to be one of the few companies that is doing everything in their power to prevent
their products from doing more damage to our planet. The word *us,* in itself, groups Oatly on
the side that has already taken actions. Politeness is created by the adverb *please*. Why Oatly
is polite? Because it is part of the etiquette and since the invitation is public and made in front
of everyone. Maybe the will is coming through when asked nicely.

Example 13 differs from the Example 12 as it seems to inform clearly that Oatly knows the
message to be very public and witnessed by all. It is also mentioned that the tweet lies in social
media, which can be seen as a strategic communicational function. As I stated before, this tweet
may turn out embarrassing to both Oatly and other companies. If I consider the term of shame

even more, it can be that Oatly removes the pressure from itself because it invites companies on Oatly's side to do good. Oatly even points out that *"this is a really public invitation right here on social media"*. In a world where anything can be made an issue, the fact that Oatly reminds all that the message is public, is taking away the responsibility, in case if someone did not consider the publicity of the tweets in general. So, Example 13 shows that while Oatly shames other companies it knows the publicity.

Stearns (2017) continues that public shaming has been studied for decades as it appeared in television shows, especially talk shows. The author notes that public shaming can raise attention, and it is the social media which keeps the pressure on. From Example 12 and Example 13, it can be noticed that Oatly uses the same template for both of the tweets. Maybe, no ecological improvement is shown, so the tweet aims to maintain an atmosphere of pressure. As a conclusion it can be noted that this kind of shaming always brings up emotions. Either for or against the topic.

7.1.2 Sarcasm

Sarcasm, which Oatly uses while addressing messages to other companies, is a form of irony and perceived as a rhetorical device. Sarcasm is verbal ridicule which is meant to be visible and insulting (Amir, Wallace, Lyu, Carvalho, & Silva, 2016, p. 2). According to Amir et al. (2016), forms of irony such as sarcasm have been used in social media to enliven the language. They continue that the main purpose of using sarcasm on social media is to target the message to a specific object as well as editorialize difficult topics (e.g. politics, responsibility issues, and climate change). Oatly appears to be using this strategy in the tweets. Example 14 is directed at companies which is applied by naming the target. It can be said that Oatly directs these sarcastic expressions at companies, especially those who do not work for the good of the globe. From this example, it can also be noted that such a complex thing as climate change is the issue that Oatly points out. Both shame and sarcasm can be expected to create a certain pressure on companies and can lead to actions behalf of the planet and health of the people.

Example 14 shows how Oatly uses a sarcastic question to reflect on companies' actions in terms of both climate and human health. The purpose is to highlight the fact that Oatly is already at the core of these issues and does everything for decreasing the carbon dioxide commission. The phrase, *"Wouldn't it be nice if more companies"*, in a way promotes the idea that

Oatly is alone at the core of these issues, and it would be important if there were even one more company in the world that does actions for the climate and people. Alternatively, it might be that there are others already, and Oatly's mission is to get more companies in. The question can also be interpreted as a rhetorical question which can be deployed to create a dramatic effect but not to get an answer. However, sarcasm is a difficult case of language and can easily be misunderstood. Example 14 is intended to sarcastically reflect on the ways companies operate, in terms of the environment and human health.

Example 14 Oatly [Oatly]. (2018, July 16). Wouldn't it be nice if more companies were interested in protecting the planet while helping people lead healthier lives? [Tweet]. Retrieved from https://twitter.com/oatly/status/1018752349559558144

This study views sarcasm as its own strategy, although it could be viewed as a part of public shaming. However, it seems that the rhetorical function of these sarcastic messages is more to specify and target the tweets to certain stakeholders. The issues addressed here are also consider to be socially difficult. Finally, Example 14 can be intended as a shame for companies. It is also done at the expense that people in general can see it.

7.2 Talking to Oatly's Possible Consumers and Followers

As mentioned before, Oatly targets messages to two different stakeholders that can identify as average people (Oatly's possible customers and followers) and companies (working in food industry). However, there are certain differences between the tweets constructed for companies and those which are written for average people. Firstly, the general tone is different. Companies are treated as bad entities which must be stopped by using the rhetorical functions I identified in subchapter 7.1 (e.g. public shaming and sarcasm). Secondly, Oatly uses average people as messengers. Example 15 shows how Oatly asks people to act certain way and convey a message

to non-human entities, the trees. This gives the impression that Oatly is in such good terms with average people that they can request something like this. It also gives people the impression that they are so close to Oatly that they can even "work" for them. From Example 15 it can be seen that the pronoun *you*, is used actually three times which makes it more visible that the tweet in question is for the individuals to read. The purpose is to create an illusion that Oatly speaks direct to you as an individual.

If the Example 12 and Example 15 are compared, a distinct tone difference can be noticed. When the tweet is addressed to a company the tone is very demanding and influencing when the tweet is addressed to the general public as individuals the tone is very friendly and polite as *would you mind*. However, there are many differences between Example 15 and examples above, it can be noted that they all are for public sharing. However, the purpose is not to put the pressure on an individual people, but to give companies a warning that this kind of public request has been done for everyone to see. When the ball is thrown to other companies they can catch it or not. *"See, now it will be awkward if you don't"*. It can also be seen from Example 15 that Oatly uses pictures in those tweets that are directed to the general public as individuals; just for your eyes. I mean, while pictures are something beautiful as visual elements and creates some emotions, it seems that Oatly provides this kind of visual experience for the people and not for the companies.

Example 15 Oatly [Oatly]. (2018, October 11). Since trees can't read tweets and you can, would you mind passing along this big thank you to any trees you happen to walk by today? [Tweet]. Retrieved from https://twitter.com/oatly/status/1050283870682304512

The picture of the Example 15 is calm in color but striking when it comes to the other tweets on Oatly's Twitter page in general. It has probably been taken during summer time when the trees are as green as possible and thus in good condition. The colors are fresh and especially the shades of green bring a healthy vibe to the picture. It feels like the trees are doing well which is also the main purpose of the text. The pink building behind the trees creates a feeling that the picture is a snapshot taken by someone just passing by. This brings the company closer to the customer because anyone could have been the one taking this picture for them. In addition, a thank you for the tree as the message of this tweet hopes. The picture in Example 15 also shows the cooperation between man and nature. A house that is man-made can be just as close to a tree that is created by nature. However, the picture shows how the trees are doing well even though they are close to the building. This seamless collaboration is part of the reason Oatly even exists.

7.2.1 Ventriloquizing

When abstract matters are given a voice it is called ventriloquizing (Cooren, 2014, p. 2). Cooren (2014) continues that as a communications form where both the abstract is getting a voice but also the speaker is getting his or her voice heard in such situations where interaction takes place. However, people are talking in the name or for something they believe in and this type of communication can be connected to their values (Cooren, 2014, p. 3). In the case of Oatly the company has many times and in many situations stated that they support certain values which are the grounding pillars in their business processes. These values are, for instance, the health of the globe which can be reached through making products that have decreased their greenhouse gas emission. Oatly's other values are related to people's health as well as the production itself (e.g. threating employees well and using reusable sources). From the following examples (i.e. Example 16 and Example 17), it can be noted that Oatly speaks for its own values and this is when the ventriloquizing happens.

Example 16 shows how Oatly gives a voice for Mother Nature which can be seen as an abstract object. It is actually the communication itself that makes the Mother Nature alive and how it speaks through Oatly. Thus, it is Oatly who is providing her this possibility to speak through their Twitter page. According to Cooren (2014) ventriloquizing occurs in spoken communication when a person who ventriloquizes gives their voice to this abstract matter. However, from Example 16 it can be noted that it is Mother Nature that is speaking and having lines, for which

Oatly is providing the channel to do so. *"Hey humans, drink oat drink please"*. Term Mother Nature is also, in a way, human because the word mother has powerful meaning. Mother is a living person which is a very recognizable category that many can connect to and associate with, for example, love and caring. So it feels like your own mother is the one who is asking you to do something.

Oatly
@oatly

Mother Nature says, "Hey humans, drink oat drink please."
Yes, she's surprisingly polite, considering everything.

10:01 AM · Jul 9, 2018 · KPublisher

1 Retweet   25 Likes

Example 16 Oatly [Oatly]. (2018, July 9). Mother Nature says, "Hey humans, drink oat drink please." Yes, she's surprisingly polite, considering everything [Tweet]. Retrieved from https://twitter.com/oatly/status/1016215631547584514

As said before, it is Oatly behind these messages and informs people as well as companies. In Example 17, the entire globe speaks through Oatly. The tweet is in the form of letter which makes it more personal and more private. It is like Earth is talking to everyone as individual. However, the phrase *Dear humans*, does not individualize anyone but give everyone the opportunity to be the target of this letter. However, the plural form makes the tweet more collective which in turn creates an illusion of community. The signature is friendly, easy going, and warm hearted which makes Earth to be like a good friend.

From Example 17 it can also be noticed how Oatly tries to convince audience that the plant-based options are always better for people themselves but also for the planet. Oatly's voice as a company is strongest in the sentence: "*because seeing you all disappear would be kind of a bummer*". However, it is Oatly who benefits rather the world. As Lähde (2019) argues, many studies have proven it is the human kind which is destroying the planet so it is pretty illogical if the earth wants us to stay here longer. Phrase, *Love ya*, however, gives the impression that it is not too late to take actions and change consuming habits. It can be assumed that the tone may change if no action is taken.

Oatly
@oatly

Dear humans,

So sustainable, plant-based foods are pretty much always healthier for you and healthier for me too. See how that works? Maybe tweet about it or something because seeing you all disappear would be kind of a bummer.

Love ya,
Earth

10:11 AM · Nov 30, 2018 · KPublisher

11 Retweets   44 Likes

Example 17 Oatly [Oatly]. (2018, November 30). Dear humans, So sustainable, plant-based foods are pretty much always healthier for you and healthier for me too. See how that works? Maybe tweet about it or something because seeing you all disappear would be kind of a bummer. Love ya, Earth [Tweet]. Retrieved from https://twitter.com/oatly/status/10684171062853 42720

When these examples (i.e. Example 16 and Example 17) are reflected on my previously identified themes, it can be noted that these tweets can be read as part of environmental issues. From both of these examples it can easily be seen on whose behalf Oatly ventriloquizes; Mother Nature and Earth. Because of the health of the planet, both Mother Nature and Earth play a very important role. This in turn creates authority, because whose voice would have more weight when it comes to the health of the planet, Oatly's or Earth's itself. Credibility is emphasized in name dropping as Example 17 is signed behalf of the Earth and in Example 16 Mother Nature is mentioned to be the one who is talking.

Oatly also anthropomorphizes by treating abstract objects like they were alive. As discussed earlier, Oatly anthropomorphizes companies and it seems like the tweets are addressed to a person. Thus, anthropomorphizing occurs when human characteristics are given to abstract objects, animals, or nature (Norenzayan, Hansen & Cady, 2008, p. 190). According to Norenzayan et al. (2008), people anthropomorphize in everyday life when pets are given a persona or a car is named. This can also be seen in Example 16 and Example 17. Oatly gives a voice to Mother Nature and shows how this abstract entity can speak like a human. The same thing

happens in Example 17, where Earth writes a letter in English. This is a very human activity and describes well how Oatly anthropomorphizes and persuades readers.

7.2.2 Closeness

Generally, closeness can be seen as comfortable and familiar interaction that can occur in many different ways. Of course, depending on the context. It can be noticed that Oatly's CSR communication to average people differs from the one with companies. Oatly creates this feeling of closeness through inclusive humor (i.e. where we all are laughing together at something), pictures, and paying complements to its followers and potential consumers. Because there is a clear tone difference in the messages, these discourses are very interesting to explore.

Following Example 18 shows how Oatly uses strong adjectives, as *amazing*, when describing people in general. This word choice evokes strong emotions and even raises individuals' psyche. In this specific example, the adjective "amazing" connotes closeness and in a way intimacy. Example 18 also represents how Oatly exploits emotions when communicating with the stakeholders. The closeness is created through the phrase "*we're thinking of you*". The word choice *you*, makes the message personal and everyone who reads the tweet imagines themselves as the target Oatly is thinking about.

Example 18 Oatly [Oatly]. (2019, June 14). Every minute of every day, we're thinking of you amazing people trying to go more plant-based. But not in a stalker-y way or anything [Tweet]. Retrieved from https://twitter.com/oatly/status/1007155935402516481

Every minute of every day, starts the Example 18 in a very dramatic way and arouses the interest to read the whole post. However, the meta-comment, "*But not in a stalker-y way or anything*" creates a humorous ending, that would not work without the dramatic beginning. This kind of

playing with contrasts is called juxtaposition. Oatly uses a lot of meta-comments which can be define as an addition to the whole message. It can be seen that when the message is addressed to average people the main purpose is to create humor and bring out the whole meaning of the tweet with this final joke. In contrast to communication to companies, it can be noted that these meta-comments are ironic and that humor is created more at the expense of the companies themselves. Whereas Example 18 shows, when the message is addressed to average people humor is created at Oatly's expense.

Example 19 Oatly [Oatly]. (2019, April 15). Plant-based drinks have an image problem. People think they have too little protein. Maybe a tweet with this vegan person who eats only plant-based protein and who's wearing a cow head for no apparent reason will help [Tweet]. Retrieved from https://twitter.com/oatly/status/1117691548966301698

Example above (i.e. Example 19) shows how Oatly plays with both the picture and the text. At the same time, the company takes a stand on the important assumption that is debated when comparing animal-based and plant-based products. Oatly uses contrasts to make these messages in a way serious and informative as well as interesting and fun. While Oatly seriously informs how people should change these assumptions about plant-based products, it plays with

the picture and the final meta-comment. The company wants to change attitudes and the message is created to do that. The text in the Example 19 is informative but also fun, while the picture creates more humor.

The picture in Example 19 evokes a lot of emotions. It is not particularly striking in coloring but the cow-headed person in the middle catches the attention. For informational purposes, the picture should show that the plant-based diet also contains protein, which in turn is directly associated with big muscles (e.g. the biceps in the picture). A person's posture suggests power and associates even towards bodybuilding. So, why not eat plant-based, if it makes you a bodybuilder? When scrolling down Oatly's Twitter page, it can be noticed that this picture catches the attention. It also makes people read the text because one wants answers about this thought-provoking image. Why does this person have a cow head? Why does a cow-headed person stand in the office in the middle of the day? Why do I see green trees from the window of the office?

The picture above includes a lot of details. It is taken inside an office which are often assumed to be centered on cities. It evokes interest that there can be seen only green from the window; grass, trees, and Oatly's value-driven milieu where the globe is doing well. The clock in the background makes this picture very humane, as it shows the time which nowadays determines much of the day's activities. Oatly also makes themselves more humane because they too have to work on office working hours. In Example 19 Oatly notes that the person does keep the cow head *"for no apparent reason"*. However, in reality Oatly has a real reason for it. The purpose of the tweet is to attract attention and persuade people to use their products.

7.2.3 Uniting

The strategy of uniting can be seen as inclusion. Oatly has taken a role of being a challenger who does not want to alter consumer's identity, but involves anyone who experiences themselves in some way human. Many of the messages on Oatly's Twitter page are in some way engouraging people to be who they are as well as have such eating habits they feel the best for themselves. However, Oatly is listing in fact all of the categories that there are according to people's eating habits.

Following Example 20 shows how Oatly has noticed just about everyone who could be the target audience for the company. Of course, Oatly wants to be open, easily approachable, and relatable. All people in the world can actually be classified as vegan or non-vegan. Nevertheless, Oatly continues the list and make sure there are enough information about the product itself (e.g. it is milk free and for lactose intolerants) and for real it is for everyone. The whole list is sealed by *the people-with-taste-buds* which are basically all people in the world. Example 20 also shows that the tweet is not trying to pressure consumers rather only states that here is the information for you. It seems like Oatly is even trying to enhance people's self-esteem by saying hey you are *cool*. It does not matter if you use these products or not. This tweet is also an example of how consumers can identify themselves through the product.

Oatly
@oatly

Oat drink is cool for vegans, non-vegans, lactose intolerants, lactose lovers, foodies, health nuts, and the people-with-taste-buds crowd.

12:01 PM · Jun 23, 2018 · KPublisher

8 Retweets   57 Likes

Example 20 Oatly [Oatly]. (2018, June 23). Oat drink is cool for vegans, non-vegans, lactose intolerants, lactose lovers, foodies, health nuts, and the people-with-taste-buds crowd [Tweet]. Retrieved from https://twitter.com/oatly/status/1010447626129506304?s=20

Both Example 20 and Example 21 are in the core of categorization. Uniting as Oatly is creating it is hilarious because Oatly combines all kind of terms within the field of people's eating habits. More fun is created with long and complex words that basically end with the suffix –*tarian*. Inclusive fun creates a feeling that we all can laugh at this together and not at anyone's expense. This kind of togetherness can be seen in Example 21 where the word *inclusive* is used many times. It can also be noticed that the word *inclusive* is morally charged. It can never be criticized or made fun of it. Yet, Oatly manages to have fun and laugh about the discourse of inclusiveness by writing about *"inclusive moussakas"*. These messages are also targeted at average people which can be noticed from the fact that Oatly mentions them. It must be said that eating habit is also something that refers to human beings. There are not, for instance, vegan companies.

Example 21 Oatly [Oatly]. (2019, January 22). This is the most inclusive moussaka ever made since it is a vegan moussaka made with Creamy Oat so vegans, non-vegans, normally-not-vegan-but-sometimes-flexi-veggie-person-tarians and people who read long tweets about inclusive moussakas are included in its inclusiveness [Tweet]. Retrieved from https://twitter.com /oatly/status/1087620904752988160

7.2.4 Sharing Information

Sharing information is happening in those tweets that are aimed at the general public as individuals not as companies. The tweets where information was shared contained pictures, or other elements (e.g. links and videos). Following Example 22 shows that as information, Oatly is providing data with numbers such as percentage of global greenhouse gas emissions and usage of water. This data is reflected to today's milk production and shows numbers of the disastrous production of this industry. As a form of argumentation this kind of information is relevant. Precise numbers create always an effect that the writer has done research and therefore provides factual information (Higgins & Walker, 2012, p. 198).

Example 22 shows how Oatly provides even an article for the public to read. This example also provides the most important parts of the article or what Oatly considers to be the most important. This can be seen as a strong influence as many are unlikely to read the entire article. These sections that Oatly has selected might be the only ones that people will read and remember. However, these facts are the ones with which Oatly raises itself. But is this the whole truth?

While reading the article, one can see that the author has cited Oatly as the only example of substitute milk producers. Example 22 emphasizes the link and it can be seen as the informative purpose of the tweet. The article gives people an authority as well as another fact about why Oatly's products are as good as they are. This example generates more informative content by providing accurate numbers on the emissions and water usage of milk production. Authority is created both by the link and by quoting the article. It must be noted that Oatly regards this quote as the most important part of the article, which is interesting and pressures people to know more.
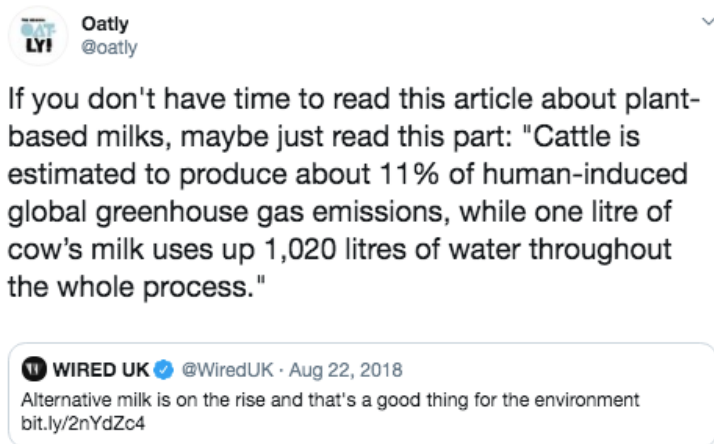
Example 22 Oatly [Oatly]. (2018, August 24). If you don't have time to read this article about plant-based milks, maybe just read this part: "Cattle is estimated to produce about 11% of human-induced global greenhouse gas emissions, while one litre of cow's milk uses up 1,020 litres of water throughout the whole process." [Tweet]. Retrieved from https://twitter.com/oatly/status/1032997637535002625

Alternatively, Example 23 emphasizes another issue that Oatly's CSR-related messages are communicating about. It could be seen from Example 22 that the information was about the manufacturing perspective. However, its purpose was to speak for climate as these emissions have a direct impact on it. Example 23, in turn, informs about the nutritional side of the product that can be attached to the theme of dietary issues. This message also creates authority and a professional understanding of the company's products. It creates in a way peace of mind for the consumers because the content of the product is known and is not presumed to be, for instance, chemical based. It can also be noted that *"Oat drink has a nice amount of riboflavin"*. As I already stated in the theoretical framework, challenger brands need to be witnessing their actions and keep their words, otherwise consumers as well as other stakeholders would judge

them. Therefore, it can be assumed that these products actually contain this vitamin. This provides the consumer security of the content of the product.

Example 23 Oatly [Oatly]. (2018, August 30). Oat drink has a nice amount of riboflavin, aka B2, which is probably not one of the more famous vitamins. So maybe just drink your oat drink, and you can pretty much keep not thinking about riboflavin [Tweet]. Retrieved from http s://twitter.com/oatly/status/1035062318407798784

7.3 Breaking Audiences

On the one hand, Oatly constructs audiences by addressing messages to two different stakeholders. On the other hand, Oatly is breaking those audiences by including everyone by creating an atmosphere in which everyone is welcome. From Example 24, we can see how Oatly uses the word *let's*. This can be interpreted as we are doing all of this together and taking care of the planet. There are no specifically named audiences involved anymore so it can be assumed the tweet means all people as individuals but also all of the companies. The ending of the tweet *"because, well, you know"* shows an assumption that we all know what will happen if we do not do any changes in order to reduce climate change. This strengthens the feeling that we are all this together and share the knowledge.

Example 24 convinces me, at least, that Oatly is not addressing the message to any specific audience. The message is addressed to everyone who happens to read it. If this example is viewed from the perspective of the themes I identified in Chapter 6, it can be noticed that the tweet emphasizes the environmental aspect. However, it is Oatly's main value to make this

planet healthier and not to accelerate, for instance, climate change. Thus it is wise not to categorize this climate battle to be only a certain group's burden. This is our work.

Example 24 Oatly [Oatly]. (2018, September 2). Let's take care of the planet because, well, you know [Tweet]. Retrieved from https://twitter.com/oatly/status/1036149480456900609?s=20

This kind of exclusion and inclusion is the lifeline of Oatly's CSR communication. Oatly needs to construct these audiences because it allows Oatly to target its communication. For instance, if Oatly did not have these companies to communicate via Twitter, it could not use such strategies as public shaming or sarcasm. From these strategies it can be noticed that Oatly can hold itself on a particular stand because there are companies that do not act enough for CSR or prove them outside. This in turn allows Oatly to use these strategies in its CSR communication. However, it must be remembered that Oatly's tweets are always witnessed by everyone who wants to read them.

The fact that Oatly addresses also average people allows Oatly to use humor and closeness which makes the company more relatable. If Oatly would have used the same strategies for communicating with average people than with companies, there would not be so many followers left. This "good guy" method creates a positive image of the company, as well as its actions when it comes to CSR. All in all, Oatly needs every stakeholder to make its sustainability mission out there and consumers to work for the company, not against it.

8 DISCUSSION

Corporate social responsibility has been for a long time one of the main concepts when comparing company strategies. As Ihlen et al. (2011) stated it has been research of how consumers want to engage more with those companies that are open about their responsibility actions. CSR brings together responsibilities in relation to, for instance, environment and social stakeholders. Today's food industry and the global mass food production together have created an atmosphere where challenger brands such as Oatly need to prove their actions of being responsible. Challenger brands want to change (challenge) consumer's values and consuming habits. Challenger brands need to be fresh and innovative (e.g. when it comes to production process), which in turn must be seen in the communication with their stakeholders. Communication in general has changed as online communication creates new affordances. CSR communication online includes large audiences, quick and easy connections, possibility to be interactive with followers, as well as visual elements. For challenger brands, CSR communication online might be a notable aspect of their overall CSR activities.

The purpose of this study was to explore Oatly's corporate social responsibility communication on its Twitter page, specifically focusing on the themes covered and strategies utilized. The data consisted 160 tweets that I identified as being CSR-related. Such features included pictures and content about responsibility for the earth and nature, humans and their diets, or the manufacturing process itself. The tweets were published between May 2018 and April 2019. This study is divided into two stages based on research questions which were:

    1. What kind of corporate social responsibility-related issues does Oatly communicate in its Twitter messages?
    2. How does Oatly communicate corporate social responsibility-related issues in its Twitter messages?

This study was conducted using the methods of multimodal thematic analysis and multimodal critical discourse analysis. Multimodality could be seen in the tweets as they consist of text and other visual elements (e.g. picture, diagram, video, etc.). Multimodality is visible because in Twitter messages the meaning arises from the combination of textual and visual components

that cannot be separated from each other. Oatly's Twitter messages were found to be multi-modal as they utilize both visual and written communication. This is why the concept of multimodality was viewed more closely.

The first stage of the analysis was conducted as multimodal thematic analysis. It was also logical to answer the first research question by using the method of thematic analysis because it allowed me to understand what topics were consistently treated in the data, which in turn clarified the whole research process. This section explored issues that were discussed in Oatly's Twitter messages. The purpose of this section was also to answer the first research question of what kind of CSR-related issues does Oatly communicate in its Twitter messages. The themes I identified were *environmental*, *dietary*, and *manufacturing* issues.

There are 57 messages (36 % of the whole dataset) that can be identified as dealing with *environmental* issue. This theme includes pictures of nature or a mention that Oatly is taking actions against climate change. This kind of action can be reducing carbon dioxide emissions within the production. The second theme identified is *dietary* issues, whose purpose is to inform about the nutritional aspects of Oatly's products as well as take a stance for people's healthy diet. There are 52 (33 % of the whole dataset) tweets that covered dietary issues. The third and final theme, *manufacturing* issues, refers to the production process and supply chain used. This theme can be observed in the messages that emphasized nature, fields and grain, as well as messages portraying the conditions and situation in Oatly's factories.

The first part of the analysis shows that Oatly's CSR communication consists of environmental, dietary, and manufacturing aspects. From the results, it can be seen that Oatly's CSR communication is well balanced which can be assumed to be a strategic choice. However, environmental issues are communicated a little more than others, which in turn corresponds with Oatly's values. According to Oatly's sustainability mission, they want to be the pioneers of especially reducing climate change, and communicating these issues lays the foundation for the entire sustainability mission (Oatly Sustainability Report, 2018).

Previous research emphasizes CSR to be ethical decision making when it comes to environmental, social, or economical aspects (Ihlen, 2011; Rache et al., 2017). Oatly's communication consists mostly of environmental issues, which is typical when CSR is viewed on corporate level. Social aspects are introduced as employee health and openness towards consumers.

Oatly's CSR communication also includes messages that emphasize more consumer health. This is something new when it comes to the previous literature viewed earlier. However, it must be noted that Oatly is also interested in its employees' health. Public relations research (e.g. Wood & Somerville, 2008a; Aksak et al., 2015) have shown that a company who manages its PR actions well, is more likely to attract consumers to use their product or service. It can be seen that Oatly makes its CSR communication more PR-based. This perspective emphasizes good relationships which are valued especially among stakeholders, such as consumers. Nevertheless, research questions the relationship between PR and CSR because it creates a dilemma as companies need to make profit (benefit as much as possible) while the needs of consumers should decrease (Wood & Somerville, 2008a). Nevertheless, they are the consumers that makes the profit for a company. By emphasizing the consumers Oatly is actually creating more value to itself as well as making more profit.

It would also be interesting to see if Oatly takes internal CSR communication actions that emphasize the employee perspective more. For the future research in general, it would be beneficial to study such communicational perspectives that highlight customer related responsibility rather than employee related. However, this study is original and recent because the case organization is so unique and their CSR communication seems to be very much customer oriented.

The second stage of the study explored the ways in which Oatly communicates the CSR-related issues on its Twitter page. The study was conducted as multimodal critical discourse analysis. This method allowed me to analyze Oatly's messages as they construct rhetorical meanings. With usefulness of multimodal critical discourse analysis, I could answer my research question properly and found out how Oatly's tweets were communicating about CSR actions. As a result of this study, I identify that Oatly constructs two implied audiences in its tweets: companies (that work in food industry) and average people (that are Oatly's possible consumers and followers). These two audiences can be identified because Oatly names them directly or implies them through mentions of specific attributes associated with them. Oatly's communication to these audiences also differs, for instance, in tone and information sharing.

Working with critical discourse analysis, I notice that when Oatly addresses tweets to companies it uses public shaming and sarcasm as a strategy. It can also be noted that the tone of these

messages is demanding and more influencing. However, these messages are targeted to companies they are still publicly available. This means that the average people are actually the audience to witness Oatly's act of reprimanding the other food industry producers to change their ways. In these cases, the pressure is on both Oatly and other companies to make changes in their business operations in terms of production. Alternatively, when the message is out there, it will be awkward for Oatly if the reprimanded companies do not make any changes in their responsibility actions.

In this study I also identify strategies with which Oatly communicates with average people. First of all, Oatly *ventriloquizes* and gives a voice to entities like Mother Nature and Earth. It can also be noticed that Oatly *anthropomorphizes* non-human objects (e.g. company, trees, and earth), in other words, treats the objects like human beings. These strategies create an authority to make the average people care about the globe and nature. Another dimension of these strategies is to make these entities more relatable by creating connection and empathy between these unrelatable entities and human beings. *Closeness* can be seen as one of the strategies as well. Its purpose is to create an atmosphere that the reader is unique. This strategy is enacted through word choices as "amazing people" and through photos, which can be playful and funny. With the strategy of humor Oatly creates an inclusive atmosphere in which we all are laughing at the picture together. These messages differ very much from those that Oatly addresses to companies both in tone and content.

A strategy whose purpose is to connect people and make them feel part of a specific group I called *uniting*. Oatly uses playful word choices while labeling different eating habits. It can also be noted that Oatly lists many groups construct around people's eating habits (e.g. vegans and non-vegans). However, these lists include almost anyone in the world who somehow experiences themselves as human. The purpose of this strategy is to include everyone in the Oatly family, so to speak. Finally, the last strategy, *sharing information*, which can be seen through including links in tweets where Oatly shares factual information about milk consumption and its impact on climate. Information is also shared when discussing the nutritional content of oat milk or the vitamins it contains. This type of information is addressed to average people. It can be noted that in tweets that are addressed at other food industry companies, the companies themselves should seek information on how to make such business operations that are on the same level as Oatly's. This means that Oatly does not provide any examples about the business operations that companies should make in order to be more sustainable.

I also find that, in addition to Oatly's audience construction, it also connects them which I call as *breaking audiences*. In some messages Oatly addresses both, average people and companies, and therefore connects these two audiences as one. It can be stated that this kind of breaking audiences occurs when Oatly is talking about environmental issues. This can be a strategic choice to engage everyone in a mission to make this a better world and reduce climate change. These two audiences are connected as they are capable of taking the CSR actions that are natural for them. For average people it may occur as going for plant-based diets and showing more empathy towards nature while for food industry companies it can be switching to more sustainable production.

As a collection of strategies, Oatly's CSR communication can be seen as clever. Oatly shames and sarcastically speaks to companies but at the same time it plays with humor and is seen as warm hearted while communicating with its followers that is the group of average people. As a result, Oatly has the possibility to get on the stand, thus be morally higher than other companies working in food industry. Oatly also is the one that have power in the social world as well as gives it to average people. When Oatly shames the other companies, average people can notice that Oatly is morally correct. As a challenger brand Oatly challenges its customers very softly and with humor, while companies are shamed into making more of these CSR actions. It can be noted that the categories of actors are in a very standing role because they help Oatly combine its CSR strategy with the social world to concrete use. However, it would be interesting to find out a case where a person reads the messages both as a company representative and as an individual. Oatly's strategies and the fact that it constructs the audiences supports the idea of stakeholder theory which sees the stakeholder identification as the most important feature for a company to be ethical in all areas (Orts & Strudler, 2009).

Oatly can be resolving the dilemma of being a profit making organization while also making its sustainability mission to happen and being an agent for global well-being, by differentiating between two audiences. Oatly needs the implied audience of companies because it enables Oatly to communicate CSR in a moralizing and reprimanding voice in the form of performance, almost, that followers are invited to witness. Oatly can maintain the image of itself as an ethically involved company without taking the risk of engaging in similar moralizing talk which can possibly estrange the private individuals who are its current or future customers. "The companies" are the common enemy of both Oatly and the followers. Telling the companies off and humiliating them brings Oatly and its customers closer to each other. This is how Oatly

can be almost a hybrid of NGO and a profit making organization and has an identity of a challenger.

Previous research has shown that when CSR issues are discussed, the focus is often on strengthening company's ethos, which is achieved through emphasizing the company reliability and expertise (Ihlen, 2011). However, based on the analysis of Oatly's Twitter messages it can be said that Oatly communicates with another strategy as it does not emphasize professionalism. Oatly influences its followers' and other possible consumers' emotional side when communicating serious issues as fun and as the person itself could feel like working for Oatly as a sustainability agent. Thus, it can be noted that Oatly is also a rhetorical pioneer when it comes to communicating CSR. Oatly does not fall for its own experience but it allows the followers to construct their own social situations and experiences.

If Oatly's CSR communication on social media is compared to another challenger brand's CSR communication (here Ben & Jerry's Instagram) it can be noted that the perspective is different. However, upon a quick analysis, Ben & Jerry's challenges its followers to change their values by informing about Earth Hour, which encourages people to turn off the lights and not to burden the planet that much. It can be seen from these posts that Ben & Jerry's has taken a more social perspective while Oatly is also concerned with animal wellbeing and promotes a vegan lifestyle also from an animal rights perspective. However, nowadays Ben & Jerry's provides vegan products but only a few while Oatly's main vision is to be vegan in every parts of its supply chain. However, as Ihlen (2011) stated it is important to note that there are differences between companies as well as between their CSR actions.

The organization's success in communicating CSR may affect the popularity of their brand among consumers as people are becoming increasingly aware of CSR issues and their ability to support right causes with consumer choices. For instance, CSR communication has been studied in clothing companies in Finland and it has been found that a lack of communication lowers the company's scores as a responsible business (Eetti ry, 2019). This creates an unreliable image of the company's operations as well as the resources used in the manufacturing process (Eetti ry, 2019). The communication failure can also be seen as ignorance within the company itself, which is a bad thing today as CSR rises more in the consciousness of possible customers (Eetti ry, 2019). It could be import for practitioners to explore Oatly's CSR communication and may be they could learn new the field of CSR.

The study is not without its limitations. Social media affords many channels for people to communicate on. While I am focusing only on Oatly's Twitter, I cannot make any conclusions of how Oatly is managing CSR in other channels (e.g. Instagram, Facebook, or Youtube). This study focus only on a small aspect of Oatly's overall CSR communication activity. There are also other issues that I have excluded, for instance, interactivity. On social media interactivity is in very notable position when people can engage to the Twitter messages by liking, retweeting, and commenting. My focus has been on Oatly as a message produces while audience reactions have been excluded.

I have also explored Oatly's Instagram page a little where I was able to find messages including the coronavirus pandemic. Oatly takes a stand on consumer's hoarding habits as well as informs people that they are also keeping their distance and working from home. This could be an interesting approach for discussing CSR and also find out if the strategies change while the topic as a virus is affecting human health all over the world. For instance, has CSR communication been enhanced and how?

For further study, it could be interesting to change the perspective and explore this kind of data as an audience reception study. It could be interesting for a company also to examine how the CSR is influencing the audience on concrete level and what emotions they evoke. For instance, explore how different types of topics and strategies are received by audiences as displayed in liking, sharing (i.e. retweeting), or commenting activity. However, it can be said that such research can be useful for new companies that are starting their journey and have a certain vision of their processes. Oatly's strategy can be very relevant as social media allows companies a lot, as long as they know how to use it properly. It could also be a very effective but simple channel to communicate powerful messages directly to consumers. As these perspectives have been research only a little (Adi & Grigore, 2015; Mark-Herbert & von Schantz, 2017), it would be clever if more could be done as well as involve larger companies. It would also be interesting to see if any larger companies have taken over such strategies or identified themselves as challengers, and how these strategies have worked. This could be take further to compare CSR communication between an NGO and a profit-making organization.

Other companies could target their CSR communication and take a stand on the actions of their competitors. This study can be useful also for large and stabile companies which might want to reform their CSR operations and brand. Along with a responsible brand, the company needs

to invest more in responsible communication. In addition, this study can be useful for companies which have proven their responsibility but are still wondering how their CSR communication strategies should be reformed.

Finally, Oatly is leading the communication away from diplomatic. Social media has been thought to be very easy to use and relaxed. It would be good if other companies tried to evoke as much emotions from side to side as possible. Oatly offers both dramatic emotions as well as humoristic messages whose collaboration makes its CSR communication so effective. A company's product may not need to be targeted very precisely, but new potential customers can be found everywhere, especially on social media. It is also very important that other companies could put pressure on their competitors and make their own mission more visible. This can also attract new customers. Other company representatives should also note that in the future, social media is creating the relationships with stakeholders. These connections should be valued and therefore made even more investments in these channels and their activity.

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