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Author(s): Valentini, Chiara; van Zoonen, Ward; Elving, Wim J. L.

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6. CSR Communication in Corporate Social Media: An Empirical Investigation of European Companies' Use of Social Media between 2012 and 2020

Chiara Valentini (<https://orcid.org/0000-0003-0752-9639>), Ward van Zoonen (<https://orcid.org/0000-0002-8531-8784>) and Wim J. L. Elving (<https://orcid.org/0000-0001-5293-1091>)

Abstract: Social media (SM) platforms have emerged as an online arena in which people can have conversations both about and with organisations. They have become a place where organisations inform key stakeholders about their corporate governance and responsibility initiatives and address accountability concerns. However, early public relations (PR) research on SM and stakeholder engagement found that many organisations use SM as a way to push content instead of engaging their stakeholders. This chapter presents a two-wave study (2012–2013 and 2019–2020) investigating large European corporations' use of SM for communicating their corporate social responsibility. We selected 10 highly reputable European corporations that represent different industries and have different countries of origin. We analysed posts, videos and subsequent threads from the relevant corporate Facebook, Twitter and YouTube accounts for the studied periods. Reflections and implications for PR managers are offered.

Keywords: corporate social responsibility, public relations, social media, stakeholder dialogue, European companies, comparative and longitudinal study

Introduction

Corporate social responsibility (CSR) is of growing importance to organisations because stakeholders are increasingly demanding more transparency and holding companies accountable for their societal roles (Eberle *et al.*, 2013; Lock and Schulz-Knappe, 2019; Mason and Simonsson, 2014). Over the last few years, growing concerns regarding significant global issues, such as climate change, migration and equal rights, have pushed corporations to take on more than their traditional responsibilities (Kim *et al.*, 2020).

Organisations now recognise the importance of CSR for their business performance and reputation, but some have had negative experiences when openly communicating their CSR commitments (Vollero *et al.*, 2016). For example, if CSR commitments are communicated too positively, it may raise concerns about ‘greenwashing’, that is overly promoting a company’s products or services as truly environmentally friendly when they are not (Uyar *et al.*, 2020). However, claims about the results of CSR-related activities require proof, such as annual reports or data on corporate websites, to truly benefit a company and its stakeholders.

CSR communication has long included issuing sustainability and annual reports to inform stakeholders (Vollero *et al.*, 2016). Over the last decade, new digital communication channels have facilitated conversations among stakeholders and organisations and the dissemination of information about CSR initiatives (Illia *et al.*, 2017). Web 2.0 applications, especially social media (SM), have become important arenas for developing dialogues that can help stakeholders understand organisations’ CSR operations. SM allows organisations to interact with their stakeholders, including asking for feedback and responding to inquiries (Cho *et al.*, 2017). While early literature (Doh and Guay, 2006; Matten and Moon, 2008; Sotorrió and Sánchez, 2008) suggests that European corporations are more prone to stakeholder dialogue

and engagement than their North American counterparts, *are European corporations also interested in establishing a CSR dialogue with stakeholders in an open, public space like SM?*

This chapter presents the results of a two-wave study (period 1 [P1]: 2012–2013; period 2 [P2]: 2019–2020) that investigated whether and how large European corporations use SM to communicate their CSR initiatives and engage with stakeholders. Three of the most used SM platforms, Facebook (FB), Twitter (TW) and YouTube (YT), of 10 large, highly ranked European companies were content analysed to discern the types of content these organisations post, how much stakeholder interest and engagement they generate and their communication strategies. This chapter begins with a review of the key concepts from the literature, followed by a discussion of the research design and analytical process. A presentation of the findings and their implications for public relations (PR) professionals concludes the chapter.

Literature Review

CSR communication and stakeholder engagement

Organisations engage in CSR activities to reflect their status as ethical businesses. Importantly, reputations are based not only upon organisations' products and services but also on how they treat their employees, their social commitment, their leadership and their financial performance (Morsing *et al.*, 2008). Communication is key to informing stakeholders about corporate actions and thus reputation management. This is even more important regarding CSR because many organisational initiatives are not publicly visible unless organisations inform stakeholders about their CSR initiatives or establish stakeholder dialogues around CSR topics. Expectations of organisations have expanded due to stakeholders' increased ability to not only obtain information on corporate actions (Johansen and Nielsen, 2011) but also to act on it (Payne and Calton, 2004).

Communication strategies that have been used to communicate CSR are broadly classified as a) informing stakeholders, b) responding to stakeholder demands and c) involving stakeholders in CSR-related discussions (Morsing and Schultz, 2006). Two-way symmetrical communication promotes stakeholder dialogue (Morsing and Schultz, 2006), making it superior because it allows organisations to truly engage their stakeholders and foster mutual organisation–stakeholder relationships (Grunig and Hunt, 1984; Nielsen and Thomsen, 2009; Vollero *et al.*, 2019).

Interestingly, CSR communications that involve stakeholders not only foster stakeholder dialogue and engagement but can enact a virtuous circle that increases companies' responsibility. Communication builds expectations, and organisations must consider stakeholder concerns to truly involve them. Stakeholder dialogue can thus influence corporate ethical decisions and organisations' social and environmental responsibilities (Stückelberger, 2009). Furthermore, dialogue ensures accountability and responsibility towards stakeholders. By exploring how to engage stakeholders, organisations become less preoccupied with sending and controlling messages and more interested in understanding why and under which circumstances stakeholders expect to be involved with organisational decisions (Payne and Calton, 2002).

Dialogue for stakeholder engagement

The literature on stakeholder theory and business ethics considers dialogue a central component of stakeholder engagement. Definitions of dialogue vary, but scholarly contributions on stakeholder communication often borrow assumptions on dialogue from the work of Martin Buber, Mikhail Bakhtin, Hans-Georg Gadamer and Jürgen Habermas (Payne

and Calton, 2004; Theunissen and Noordin, 2012). Dialogue is defined as a process that allows organisations and their stakeholders to learn collectively and build a common experience (Schein, 2003) while seeking unanimous agreement, which presumes that there is a good-faith effort to meet stakeholders' interests (Susskind *et al.*, 1999). In the PR literature, stakeholder dialogue involves meeting others as equal partners and not as a means to achieving a goal (Theunissen and Noordin, 2012). Moreover, dialogue is considered more of a moral approach to communicating with stakeholders than disseminating information on CSR initiatives because dialogue presumes that there is negotiation on opinions and meanings (Johansen and Nielsen, 2011) and a compromise between corporate stances and stakeholder concerns (Susskind *et al.*, 1999). Dialogue is critical for gaining and maintaining organisational legitimacy and a positive reputation (Burchell and Cock, 2013; Lock and Schulz-Knappe, 2019).

Early literature identified four different types of dialogue strategies that organisations can employ to engage stakeholders. These are based on the orientation of communication, which can be seeking agreement or promoting multiple perspectives, and the perspective advocated, which can be about discussing topics selected by either the company or its stakeholders (Romenti *et al.*, 2014; van Huijstee and Glasbergen, 2008). *Framing* is when an organisation stimulates discussions with stakeholders through different frames to reinforce its image. With the *concertative* strategy, organisations seek confirmation of their actions and want to build consensus among their stakeholders. According to Nielsen (1981) and Innes (2004), concertative conversations aim to share background information to facilitate consensus building among participants concerning an organisation's specific strategy, practice or behaviour. With the *transformative* strategy, an organisation wants to involve its stakeholders in generating news ideas for implementing its current strategies and policies. Finally, the

generative strategy involves a company promoting a context in which different positions and ideas can be expressed. The aim is to seek new ideas and stakeholders' general opinions on relevant matters (Romenti *et al.*, 2014).

SM communications and stakeholder engagement

The increased use and diffusion of different digital channels has offered multiple opportunities for organisations and individuals to communicate directly and unrestrictedly, which enhances engagement (Castelló *et al.*, 2013; Fieseler *et al.*, 2010). In particular, the emergence of SM—an online environment for user-generated content (Safko and Brake, 2009; Valentini and Kruckeberg, 2012)—during the mid-2000s changed how organisations communicate their corporate conduct with their stakeholders. Some studies have indicated that SM communication's interactive nature may help establish meaningful relationships with stakeholders and can have a positive indirect effect on corporate reputation (e.g. Culnan *et al.*, 2010; Eberle *et al.*, 2013; Lee *et al.*, 2013). SM platforms have given stakeholders the power to express and share their concerns with organisations and other stakeholders. SM content can be user-generated; thus, any active SM user can promote conversations in any online community, and organisations cannot always control how conversations form and evolve. Therefore, using SM for corporate communication is no longer a strategic business option but is rather necessary for organisations to be present and participate in conversations about them (DiStaso and McCorkindale, 2013).

SM platforms allow the exchange of content and opinions among participants of SM conversations, making them a good environment for building and promoting stakeholder dialogue. Dialogue has become an important guide for SM communications for enhancing stakeholder engagement and relations (e.g., Bortree and Seltzer, 2009; Henderson and

Bowley, 2010; Rybalko and Seltzer, 2010), and it is often used to evaluate the effectiveness of PR activities aimed at stakeholder engagement online.

The most widely used metrics to measure stakeholder engagement on SM include the number of followers (i.e. subscribers of a specific page), the number of 'likes' on a corporate FB page or post and the number of people who 'follow' a company on TW or subscribers to the company's YT channel (e.g. Abitbol and Lee, 2017; Bonsón and Ratkai, 2013; Cho *et al.*, 2017). However, while liking, following or subscribing to an SM page may reflect stakeholder awareness or content interest, it is not reflective of engagement or the presence of dialogical communications. McCorkindale *et al.* (2013) suggested that stakeholders who follow and 'like' corporate SM pages or posts do not necessarily feel engaged. While many definitions of stakeholder engagement exist, our understanding of it is positioned within the participation and corporate governance interpretations (Arnstein, 1969; Freeman, 1984) and learning interpretations (Sillanpaa, 1998). Accordingly, engagement involves individuals in organisational decisions, and it is fostered by the quality of consultations, communication and dialogue processes between an organisation and its stakeholders (Greenwood, 2007).

Stakeholder engagement presupposes interactions, exchange and the promotion of collaborative activities (Sloan, 2009), such as dialogic communications (Kent and Taylor, 1998). Thus, to foster true stakeholder engagement, stakeholder dialogue, whether online or offline, should be guided by the principle of mutual opinion recognition, which presumes that agreement is not a necessary outcome of dialogue and that a certain level of exchange and interaction is needed, and the principle of intersubjectivity, in which dialogue is not about objective truth or subjectivity (Kent and Taylor, 1998). To measure the principle of mutual recognition, organisations should promote *dialogic loops* in their SM interactions with

stakeholders. A dialogic loop, which is the extent to which stakeholders are allowed to question organisations' activities and the extent to which the organisation responds to stakeholders' comments, is present if stakeholders' questions receive a corporate answer. Otherwise, SM communications are monological (i.e. transmission-oriented). This study adopted the concept of dialogic loops to measure stakeholder engagement in the selected corporations' SM communications. The next sections present our research approach and analysis.

Research design

Research approach and sample

The use of SM for CSR communication among companies from different industries was explored using a multi-case study approach (Yin, 2009). Our sample comprises 10 highly regarded European corporations according to the Fortune 500 list for Europe. These corporations are particularly relevant because they utilise well-developed CSR programmes and activities and are interested in stakeholder dialogue (Morsing *et al.*, 2008). Our second selection criterion—industry diversification—was chosen to improve generalisability across companies and industries.

For each company, we focused on FB, TW and YT because they are the most widely adopted by organisations (Romenti *et al.*, 2014; Wright and Hinson, 2013). Although some companies have multiple SM accounts for different countries, to ensure consistency across the sample, we only included the official, headquartered English language corporate accounts. These accounts were cross-referenced with those listed on the companies' corporate websites. The final sample included SM pages from Accenture, BASF, BMW, Deutsche Bank, Lufthansa, L'Oreal, Nestle, Novartis, Royal Dutch Shell and Siemens. All the companies used FB, TW

and YT, except L'Oreal, who lacked an official YT channel during P1. Their YT channel was included in P2. Using a stratified sampling technique, we examined all SM utterances for four months: September and December of 2012 and 2019 and March and June of 2013 and 2020. This resulted in the following: 3,396 messages, of which 590 were FB posts, 2,182 were tweets and 624 were YT videos. Of these messages, 72 FB posts (12%), 154 tweets (7%) and 86 YT movies (14%) were CSR related, equalling 312 (9%) CSR-related messages.

Method and coding procedure

To assess organisations' CSR communication efforts, a manual content analysis of their SM utterances combined with a textual analysis of content for exploring dialogue strategies was conducted. The unit of analysis was a single post on FB and TW and a single video on YT. For the videos, we considered the overall topic presented and classified it as either CSR-related or non-CSR-related based on verbal, explicit communications. Communication patterns on FB, TW and YT were measured by quantifying CSR activity and measuring the number of CSR-related utterances within a given month. Stakeholder interest was measured by examining the number of likes for specific FB posts, likes formally 'favourites' for tweets and views of YT videos within a given month. Engagement was measured by the number of comments on a FB post, retweets and comments beneath a YT video. Finally, we measured dialogue through dialogic loops by examining the total number of company's replies to stakeholders' comments on the initial post.

CSR topics and dialogue strategies

To investigate what topics were communicated we compiled a list of topics based on the Dow Jones EURO STOXX (Hartman *et al.*, 2007). The 14 identified CSR topics (Hartman *et al.*,

2007) can be broadly classified into economic, environmental and social indicators (Figure 6.1).

We also examined the dialogue strategy (i.e., framing, transformative, concertative and generative) employed in each company-initiated post on each SM platform. No dialogue was added for messages that lacked a distinguishable dialogue strategy and/or were informative in nature. Intercoder reliability was calculated on a random data subsample (approximately 10% of the data was coded independently by multiple coders). As reliability indices vary in their applicability and adequacy, both liberal and conservative reliability indices (percent agreement, Kappa and Krippendorff's Alpha) were calculated. Both liberal (> 0.80) and conservative indices (> 0.67) demonstrated sufficient inter-coder reliability.

Results

Overall, the studied companies substantially grew their online follower numbers. Table 6.1. shows the level of stakeholder interest in the companies' SM presence, as measured by the number of followers on each corporate FB, TW and YT profile and the number of people these corporations followed on TW during the two study periods. On TW, the difference between corporations being followed and following others was striking, with most cases not reaching 1%. This ratio was even more bleak for P2, with organisations having increased their following to a much greater extent than their efforts to follow stakeholders. The stark contrast in follower/following numbers on TW indicates that the corporations mainly tweeted to disseminate content. Most of the corporations were active on all three SM platforms, and 86% provided at least one link to another SM platform.

[INSERT TABLE 6.1. HERE]

SM content, stakeholder interest and engagement

Overall, the studied corporations substantially increased their CSR communications on SM from P1 to P2. Across the different SM platforms, only 16.8% of posts were categorised as CSR-related content for P1, increasing to 54.1% for P2. The percentage of CSR content was the highest for Royal Dutch Shell and Nestlé during P1. Although Nestlé used SM for CSR communication the most (94.5% of all P2 activity), L’Oreal saw the biggest shift in their SM communication, raising the percentage of CSR content from 6.4% for P1 to 83.7% for P2. Overall, Lufthansa and BMW did not communicate much about CSR on their SM accounts (Table 6.2.), even though the transportation industry is constantly being pressured by policymakers, environmental advocates and the public to cut air pollution (European Environmental Agency, 2018). When comparing the two periods, CSR content grew substantially, and stakeholders’ interest rose in P2. Expressed as a percentage of total stakeholder interest in their SM content, for Royal Dutch Shell, interest rose from 4.37% for P1 to 58.21% for P2. Interest in CSR topics rose from 4.65% to 73.75% for Siemens and from 2.91% to 73.13% for Deutsche Bank during periods 1 and 2, respectively. Only Lufthansa showed a decrease in interest (from 4.54% to 1.47%, respectively), but their CSR communication on SM barely increased.

A similar pattern emerged regarding CSR topics. The relative percentage of engagement on posts rose for all companies except BMW, which saw a decrease from 41.6% in P1 to 11% in P2. Nestlé did particularly well, increasing CSR engagement from 22.7% in P1 to 95.5% in P2. Other notable increases were Novartis, from 5.04% in P1 to 89.76% in P2, and Siemens, from 19.1% in P1 to 91.6% in P2. CSR topics have begun generating more interest (e.g. likes) and engagement (e.g. comments) from stakeholders compared to non-CSR topics. This shows

that focusing more on CSR communication on SM is realising benefits for organisations that reveal their corporate conduct in the digital environment.

[INSERT TABLE 6.2. HERE]

Figure 6.1. details the diverse CSR topics discussed on these platforms, with no significant changes in topic preference seen. Overall, environmental performance (eco-efficiency) was the most communicated CSR topic, representing 36.8% and 20.4% of all CSR posts in P1 and P2, respectively. Corporate citizenship was also well represented, with 22.58% in P1 and 16.57% in P2. Investor relationships became more dominant, rising from 0 posts for P1 to 149 posts (9.7%) for P2. Similarly, stakeholder engagement became more visible, rising from 3 posts (0.8%) for P1 to 118 posts (7.6%) for P2.

[INSERT FIGURE 6.1. HERE]

Dialogue strategies and dialogic loops in CSR content

A data review indicated that most of the content could be classified as monological, information-driven communication. The framing strategy was utilised the most during P1, followed by communication that lacked a specific dialogue strategy. The concertative strategy was the least frequently utilised.

During P2, the overwhelming majority of SM communications employed no dialogue strategy (93.8%). The few posts with a dialogue strategy showed that the concertative strategy had gained popularity, becoming the most used (3.4%), followed by framing (2.7%). The low number of posts with one of the four dialogue strategies demonstrates that although SM

communication on CSR topics has become more prominent, the studied corporations preferred to inform rather than engage with their stakeholders. Some differences among the selected companies included Royal Dutch Shell using all the mentioned dialogue strategies in their SM, whereas Lufthansa and BMW used fewer and less diverse dialogue strategies. Interestingly, although Lufthansa did not communicate about CSR during P2 as frequently as the others, they exclusively used concertative strategies when doing so. Framing strategy was the most popular on TW, followed by YT. Concertative and transformative strategies were not used widely but tended to be more often utilised on FB. YT was the least dialogical digital medium, with most related digital communication classified as non-dialogical or using the framing strategy.

The most communicated CSR topics were environmental performance and corporate citizenship used framing strategies (P1) or no dialogue strategy (P2) (Table 6.3.). Human capital was the only CSR topic that was communicated in nine instances via a transformative strategy during P1, whereas, during P2, environmental performance was communicated through transformative strategies. This dialogue strategy is used to gather stakeholders' opinions and feedback on corporate actions. The companies that posted SM content on human capital and environmental performance likely wanted to stimulate dialogue about their corporate initiatives for employees and the environment to engage stakeholders in generating new and developing existing ideas. Whether about general corporate activities or CSR, SM communications were largely information-driven.

[INSERT TABLE 6.3. HERE]

Further evidence of the lack of dialogue between corporations and their stakeholders is the limited presence of dialogic loops on SM. A dialogic loop occurs when a comment to an organisation's initial post is followed by an organisational reply. During P1, a total of 311 dialogic loops were found, of which 180 were on FB (58%), 113 were on TW (36%) and 18 (6%) were on YT. The replies to stakeholders' comments and queries on CSR-related comments equalled 14 on FB (5% of the total dialogic loops), 11 on TW (4% of the total dialogic loops) and none on YT. During P2, the total number of dialogic loops (3,673), posts and followers increased on all platforms. Of the dialogic loops, 2,108 were related to CSR topics, with most dialogues occurring on FB (1,534; 72.8%), followed by TW (562; 26.7%) and YT (12; 0.6%). Although SM communications from these corporations grew exponentially after P1, the corporations seemed to be informing/sending information to their stakeholders rather than engaging in dialogue. Nevertheless, CSR communication is a priority for many European companies, as evidenced by the increased CSR-related posts during P2.

Discussion and Conclusions

This study's three major objectives were a) to investigate whether and how large European corporations communicate about CSR initiatives on SM, b) to assess the level of interest, engagement and dialogue generated through SM communications in their CSR posts and c) to deduce organisational changes in SM communications by examining two timeframes (P1, P2). The results found that the number of posts aimed at CSR initiatives and stakeholder interest increased during P2. This reflects a positive increment compared with the results of Cho *et al.*'s (2017) study, where < 20% of *Fortune*'s 'World's Admired Companies' posts on SM were on CSR topics.

The CSR topics most often posted on SM both in P1 and P2 were environmental performance (eco-efficiency) and corporate citizenship. Topics that were not present in P1 but rose in P2 were investor relationship and stakeholder engagement. These results are not surprising, as they reflect an increased business preoccupation with environmental concerns resulting from stakeholder pressures. While corporations are more seriously considering sustainable options in their business activities, the increased focus on SM communication and the impact of sustainable initiatives undertaken by these corporations on financial performance and overall stakeholder engagement is also expected. Overall, our results seem to indicate that corporations are more attentive to their stakeholders' concerns: corporate SM communications from P2 had more CSR posts of interest to their SM followers. However, the results also show that these corporations are not ready to publicly discuss CSR matters with stakeholders on their SM accounts, even though the literature suggests that dialogue strategies are superior for building good reputations (Grunig and Hunt, 1984; Morsing *et al.*, 2008) and fostering stakeholder engagement (Burchell and Cock, 2013; Payne and Calton, 2002, 2004; Stükelberger, 2009). We can thus conclude that European corporations are still only partially exploiting the opportunities offered by SM, as evidenced by their informative approach over involving stakeholders in conversations (Morsing and Schultz, 2006).

Furthermore, the chosen dialogue strategies changed little over the two periods and focused mostly on protecting or bolstering the organisation's image through framing or concertative strategies. The fact that these two strategies are most frequently used when dialogue is sought supports Illia *et al.*'s (2017) conclusions that companies engaging in stakeholder dialogue usually facilitate dialogue processes that have a low degree of openness. Additionally, it is difficult to identify venues for conversations on SM when companies show limited

reciprocity. Our results corroborate this conclusion showing that during both periods, a remarkable lack of reciprocity in following back stakeholders, particularly on TW, occurred.

Albeit, the findings show increasing use of SM for CSR communications on topics that address stakeholders' concerns, the selected companies did not seize SM opportunities to engage with their followers. This may seem to be a contradiction, as stakeholder engagement is generally considered a sustainable strategy for long-term survival (Greenwood, 2007; Mason and Simmons, 2014).

Two conclusions can therefore be deduced. Due to the often-sensitive nature of CSR content, companies are reluctant to discuss their ethical and responsible practices with their stakeholders on SM and prefer to inform stakeholders. Paradoxically, ethical concerns about business practices frequently top corporations' agendas due to increasing stakeholder expectations. Stakeholder dialogue, which is central to corporate ethical decisions and the social and environmental responsibilities of organisations (Payne and Calton, 2002, 2004; Stückelberger, 2009) was neither sought nor enabled by the studied companies. Furthermore, companies that strategically refrain from or limit their dialogic communications on CSR topics on their corporate SM accounts are not excluded from CSR conversations; stakeholders can take such discussions to other public arenas and SM accounts, where corporations have less control of content. Arguably, the limited use of dialogue strategies on SM is an indication that these companies perceive stakeholder dialogue as threatening or risky rather than an opportunity to strengthen organisational legitimacy and improve their reputation. Recent research on dialogue and stakeholder engagement (e.g. Russmann and Lane, 2020) indicates that dialogue is rarely occurring in practice, suggesting that it is a catch-all term to signal openness towards stakeholder concerns. This contrasts with other studies (Bialkova and

Paske, 2021; Chu and Chen, 2019; Hayes and Carr, 2021) showing reputational benefits and even higher purchase intentions when dialogue occurs. Further research could investigate whether this is the case in the context of CSR communication and stakeholder engagement by, for example, exploring the challenges and risks faced by corporations in truly engaging stakeholders with dialogic communication on SM. This, in turn, would help PR professionals better understand and measure the effectiveness of SM communications in achieving a business's responsibility goals.

Key lessons for future research

- Stakeholder expectations towards companies' CSR initiatives have increased, as evidenced by stakeholders' growing interest in the CSR content posted by companies on SM.
- Companies can increase their stakeholder interest and engagement via SM content by increasing opportunities for stakeholder-to-stakeholder conversations on CSR topics.
- Companies should leverage the dialogical nature of SM with digital content that truly promotes stakeholders' conversations.
- Dialogue-oriented communications are considered superior to other forms of communication because they can reinforce corporate reputation, help establish and maintain positive organisation–stakeholder relations and allow organisations to learn and gain valuable insights from interacting with their key stakeholders.
- Dialogue presumes a negotiation of opinions and meanings on an issue (Johansen and Nielsen, 2011); thus, corporations promoting dialogue on SM must be ready to do what they say because dialogic communications build stakeholder expectations towards participative corporate governance.

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Figure 6.1. Topics of CSR related SM posts

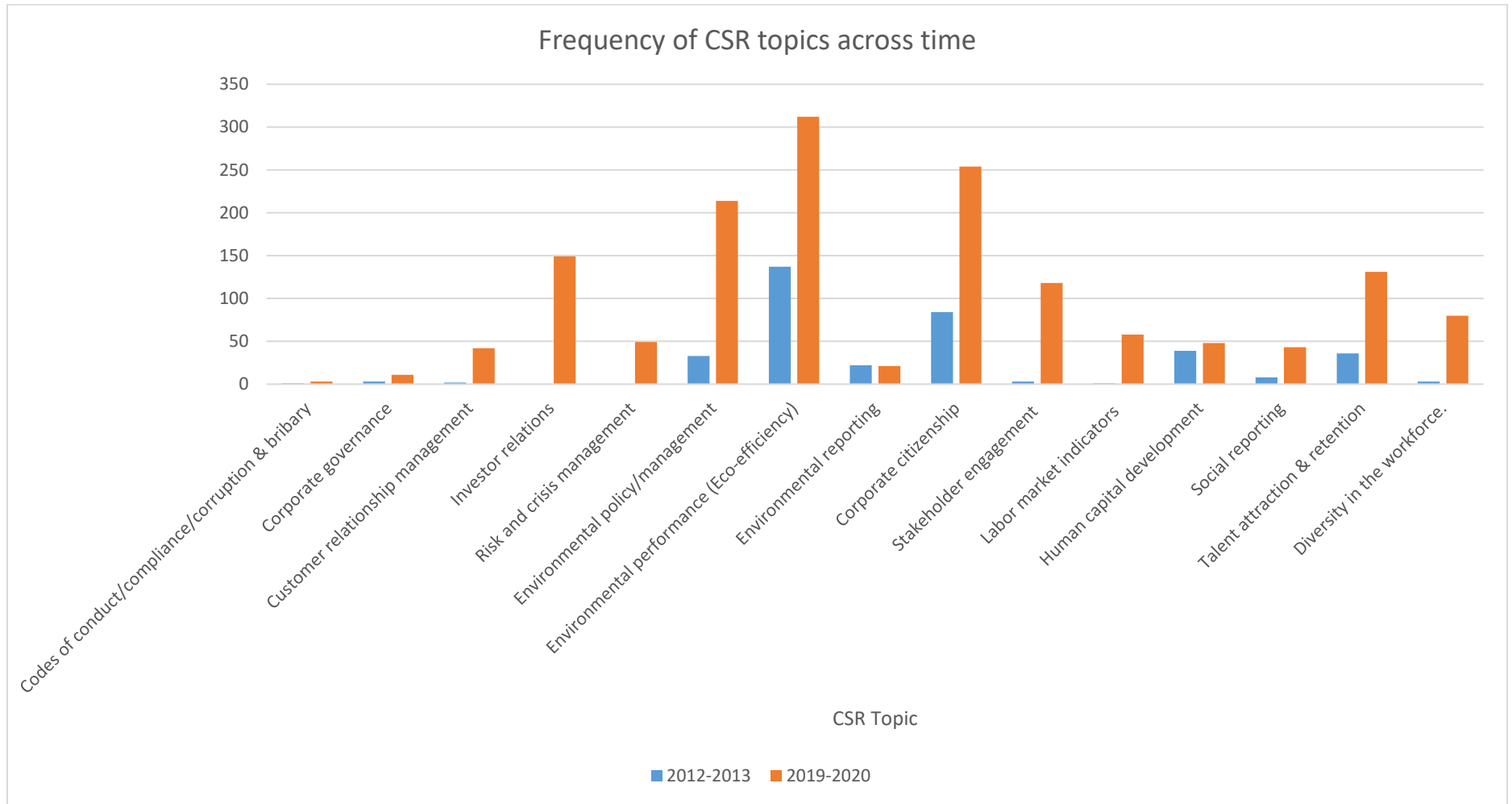


Table 6.1. Stakeholder interest in large European corporations' SM presence

<i>Years</i>	<i>2012-2013 (P1)</i>		<i>2019-2020 (P2)</i>		<i>2012-2013 (P1)</i>		<i>2019-2020 (P2)</i>		<i>2012-2013 (P1)</i>	<i>2019-2020 (P2)</i>
<i>Companies</i>	<i>Corporate FB followers</i>	<i>Corporate TW followers</i>	<i>Corporate FB followers</i>	<i>Corporate TW followers</i>	<i>Corporations following others in TW</i>		<i>Corporations following others in TW</i>		<i>Corporate YT followers</i>	<i>Corporate YT followers</i>
					<i>N</i>	<i>Ratio follower-following</i>	<i>N</i>	<i>Ratio follower-following</i>		
BMW	14.350.289	54.865	20.657.455	2.200.000	46	0,08	80	0,00	278.217	1.220.000
Nestlé	4.493.071	23.950	11.462.559	262.300	155	0,65	759	0,29	1.239	16.100
Siemens	111.316	35.881	732.381	195.700	30	0,08	361	0,18	14.735	238.000
L'Oreal	29.410	44.221	2.748.234	125.800	856	1,94	2007	1,60	n/a	5.008
Lufthansa	1.383.648	24.380	3.923.690	473.600	44	0,18	32	0,00	11.073	66.300
BASF	133.328	16.087	473.051	78.600	279	1,73	838	1,07	1.992	61.100
Novartis	37.192	50.312	379.150	269.200	207	0,41	575	0,21	2.413	20.200
Royal Dutch Shell	4.679.760	189.188	9.612.418	551.200	130	0,07	125	0,02	10.101	463.000
Deutsche Bank	36.760	22.978	181.164	674.100	504	2,19	13	0,00	1.390	27.500
Accenture	209.901	98.877	671.648	499.600	765	0,77	1636	0,33	4.058	31.000

Table 6.2. SM usage of firms

<i>SM Activity</i>							<i>Earned Interest</i>						<i>Earned Engagement</i>					
<i>Years</i>	<i>2012-2013 (P1)</i>			<i>2019-2020 (P2)</i>			<i>2012-2013 (P1)</i>			<i>2019-2020 (P2)</i>			<i>2012-2013 (P1)</i>			<i>2019-2020 (P2)</i>		
<i>Companies</i>	<i>General posts</i>	<i>CSR posts</i>	<i>% of CSR posts</i>	<i>General posts</i>	<i>CSR posts</i>	<i>% of CSR posts</i>	<i>General posts</i>	<i>CSR posts</i>	<i>% of CSR posts</i>	<i>General posts</i>	<i>CSR posts</i>	<i>% of CSR posts</i>	<i>General posts</i>	<i>CSR posts</i>	<i>% of CSR posts</i>	<i>General posts</i>	<i>CSR posts</i>	<i>% of CSR posts</i>
BMW	67	6	8.96	568	30	5.28	5.548.113	287.365	5.18	3.858.676	116.853	30.28	83.337	3464	41.57	80.495	8.862	11.01
Nestle	66	32	48.48	254	240	94.45	33.295	7.617	22.88	125.814	113.725	90.38	1.419	322	22.69	6.832	6.524	95.49
Siemens	722	87	12.05	517	239	46.23	634.153	29.484	4.65	2.350.555	1.733.474	73.75	2.252	427	18.98	17.600	16.128	91.64
L'Oreal*	718	46	6.41	404	338	83.66	153	30	19.61	91.550	87.326	95.39	920	204	22.17	2.388	2.067	86.56
Lufthansa	142	5	3.52	134	20	14.93	537.958	24.433	4.54	926.029	13.633	1.47	10.169	505	4.97	11.922	9.327	78.23
BASF	246	36	14.63	381	255	66.93	29.876	3.632	12.16	73.701	52.716	71.53	780	127	16.28	1.348	1.049	77.82
Novartis	625	21	3.36	90	70	77.78	69.213	45.383	65.57	112.150	86.613	77.23	555	28	5.04	2.373	2.130	89.76
Royal Dutch Shell	162	89	54.93	63	49	77.78	4.541.250	198.586	4.37	4.670.588	2.718.871	58.21	7.421	3.521	47.45	4.183	2.439	58.31
Deutsche Bank	204	20	9.80	509	172	33.79	147.042	4.272	2.91	117.521	85.938	73.13	798	57	7.14	1.859	652	35.07
Accenture	444	27	6.08	303	121	39.93	49.176	1.563	3.18	134.479	37.133	27.61	1.016	26	2.56	3.212	1.765	54.95

*L'Oreal does not have a YT channel in P1

Table 6.3. Dialogue strategies per CSR topic

	<i>2012-2013 (P1)</i>					<i>2019-2020 (P2)</i>				
	Concertative	Transformative	Framing	Generative	No dialogue	Concertative	Transformative	Framing	Generative	No dialogue
Codes of conduct / compliance	1	-	1	-	-	-	-	-	-	3
Corporate governance	-	-	1	1	1	-	-	-	-	11
Customer relationship management	-	-	2	-	-	1	-	-	-	41
Investor Relations	-	-	-	-	-	1	-	-	-	148
Risk and Crisis management	-	-	-	-	-	20	-	-	-	29
Environmental policy/management	1	-	23	1	8	9	-	12	-	193
Environmental performance eco-efficiency	3	-	112	3	19	7	2	18	-	285
Environmental reporting	-	-	18	1	2	-	-	-	-	21
Corporate citizenship / philanthropy	-	-	72	2	7	5	-	4	-	245
Stakeholder engagement	1	-	1	1	1	-	-	-	-	118
Labour practices indicators	-	-	1	-	-	6	-	2	-	51
Human capital development	-	9	25	1	0	-	-	2	-	45
Social reporting	-	-	6	1	1	-	-	3	-	40
Talent attraction and retention	-	-	58	1	7	-	-	-	-	131
Other	-	-	-	-	-	3	-	1	-	76