



# **Consumer Engagement in CSR of Big Finnish Companies**

Master's thesis

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MASTER'S THESIS	
Arcada	
Degree Programme:	International Business Management
Identification number:	7709
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Title:	Consumer Engagement in CSR of Big Finnish Companies
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Commissioned by:	
Abstract:	<p>This thesis studies how big Finnish companies engage consumers in their corporate social responsibility (CSR). The aim of the study additionally included researching what benefits, challenges and possibilities companies see in engaging consumers and what CSR characteristics companies display as a group. The study was conducted using a survey and semi-structured interviews. The target group were the CSR experts and other personnel working with CSR of the 500 biggest companies in Finland as defined by the Talouselämä 500 report. The theories presented in this thesis are about stakeholder engagement, CSR and stakeholder engagement in CSR. The main theoretic models that the survey and semi-structured interviews are based on are CSR: Dimensions of Sensemaking Process (Basu &amp; Palazzo 2008) and A process model of operationalizing stakeholder engagement in CSR (Lane &amp; Hurst 2017). This study found that companies primarily use engagement methods like surveys to engage consumers, that one of the main benefits that the companies perceive getting from the engagement is data and opinions of the consumers to guide CSR work, and that challenges included getting consumers to engage with the company as well as CSR being a complex topic for consumers.</p>
Keywords:	Consumer engagement, stakeholder, CSR
Number of pages:	58 + 26
Language:	English
Date of acceptance:	27.5.2021

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## **FOREWORD**

Corporate social responsibility is a theme that has been interesting to me for a while and I saw this thesis as an opportunity to dive deeper into and learn more about the subject. I also wanted to somehow continue the theme from my previous thesis that was about activating locals to develop tourism, and so I was happy that I could include external stakeholder engagement also in this work. The combination of CSR and consumer engagement resulted in a topic that was both very fun and informative for me, and I hope that this thesis proves to be (even a bit) helpful for companies and students interested in similar topics.

I would like to thank everyone who gave their time and participated in this study either by answering the survey or by interview. I have had many interesting discussions and have gained a lot of insight of CSR. I would also like to thank my supervisor Andreas Stenius for guiding me during this thesis process. Lastly, I would like to thank my patient husband who always gave me a nudge when needed.

# 1. INTRODUCTION

Corporate social responsibility (CSR) becomes significant when connected with consumer engagement, giving opportunities for “new kinds of customer relationships and a different competitive advantage” (Deloitte 2014, pp. 3).

The cost of engaging external stakeholders may incorrectly be perceived as being high and companies may see external stakeholder engagement as not being a part of their core business activity (Ghassim & Bogers 2019). However, a study cited by Kumar & Pansari (2016) found that customers that were fully engaged with a company accounted for 23 % increase in revenue whereas customers that were actively disengaged resulted in revenue drops of 13 %. A study by Constellation Research additionally found that companies that improved consumer engagement have the potential to “increase cross-sell revenue by 22 percent, up-sell revenue by 38 percent and order size from 5 to 85 percent” (Forbes 2020). Additionally, Yuen et. al (2018) argue that in order for a company to fully improve its financial performance stakeholders must be satisfied with the company’s CSR initiatives.

By engaging consumers in a company’s CSR, the above mentioned benefits could arguably be achieved; new kinds of relationships, competitive advantage and financial gain.

The aim of this thesis is to study how big Finnish companies currently engage consumers in their CSR, how they view the benefits, challenges and possibilities of consumer engagement in CSR, and to get a general view of the CSR characteristics of the companies. By getting an image of the current level of consumer engagement and CSR characteristics the companies display, managerial recommendations are made for companies to create more consumer-involved engagement.

The main and supporting research questions are used to frame and guide this study. The main research question is:

- How do big Finnish companies engage consumers in CSR?

Supporting research questions are used to get additional aspects to the main research question:

- How do big Finnish companies view the benefits, challenges and possibilities of consumer engagement in CSR?
- What CSR characteristics do big Finnish companies display?

The theory presented in this thesis includes stakeholder engagement, CSR, and lastly theory about stakeholder engagement in CSR. The theoretical models presented in this thesis include The Process Flow of Stakeholder Engagement by Jeffrey (2009), CSR: Dimensions of Sensemaking Process by Basu & Palazzo 2008), and a process model of operationalizing stakeholder engagement in CSR by Lane & Hurst (2017).

The method chapter presents the target group consisting of Finnish companies in the Talouselämä 500 report (2020), the design of the survey and semi-structured interview used as methods for the study, and the data collection and analysis process.

In the results chapter the results of the survey and the semi-structured interviews are presented and the results are further discussed in the discussion chapter, which also includes recommendation for future research and managerial implications.



## **2. THEORY**

For this research the themes of stakeholder engagement and CSR make up the theoretical framework.

### **2.1. STAKEHOLDER ENGAGEMENT**

Freeman (1984, pp. 46) defines stakeholders as “any group or individual who can affect or is affected by the achievement of the firm's objectives.” Engagement on the other hand can be defined as a method for enhancing trust through consent, control, co-operation, accountability and involvement (Greenwood 2007). Stakeholder engagement can be seen as a process through which companies involve stakeholders in decision-making processes, in information-sharing and dialogue, and in business management. Stakeholder engagement may also involve creating a model of mutual responsibility between the company and the stakeholder. (Manetti 2011). Stakeholder engagement may increase the possibility of creating successful relationships between the company and the stakeholders (Jeffrey 2009). It has also been argued that stakeholder engagement is key to development and implementation of successful projects (Bahadorestani et al. 2020).

It can be considered that there are two main approaches to stakeholder engagement: salience-based engagement and demand-based engagement. Salience-based engagement favours the more prominent stakeholders, as companies prioritise stakeholders according to this trait. The importance of stakeholders is only based on the company's own view, meaning it's a subjective approach, and the viewpoints of the stakeholders is not considered in the decision-making process. Demand-based engagement prioritizes stakeholders based on the resources required for the engagement with an aim to fulfil more urgent demands. This demand-based approach may result in negligence of key stakeholders. Because both approaches have their disadvantages, it is important to incorporate both in the decision-making process to ensure the best results. (Bahadorestani et al., 2020)

In order to achieve the goals of a project and to satisfy stakeholders it is vital to plan for meaningful stakeholder engagement (Jeffrey 2009; Bahadorestani et al., 2020). Compa-

nies also need to be aware and balance the different interests and goals of the stakeholders groups in order to maintain support from them (Katsela & Pålsson 2019). For successful stakeholder engagement, using methods that allow for diverse opinions to be considered is important. Methods that create communication based on mutual values of the company and stakeholder are for example ensuring that all opinions are respected, providing opportunities for stakeholders to voice their opinions without being judged, and allowing for stakeholders to influence the actions taken based on discussions (Bahadorestani et al. 2020). According to Brem & Voigt (2007), in order for stakeholder engagement to facilitate successful completion and delivery of projects, the interactions with stakeholders should happen in transparent, trustworthy and mutually beneficial environments.

Jeffrey (2009) describes an iterative process that companies can use to learn and improve their ability to perform meaningful stakeholder engagement (figure 1). The process begins with the company identifying the objectives, what things should be addressed and who the critical stakeholders are. This should be followed by the company inspecting whether the issues identified in the first step are important to the critical stakeholders and to what degree, and learning about the stakeholders' motivations, objectives and issues. The next step in the process is for the company to recognize common interests of the company and the stakeholders as a way to prepare for the actual engagement. This is also the phase when the company should decide on what the level of commitment for stakeholder engagement and the process itself will be. (Jeffrey 2009).

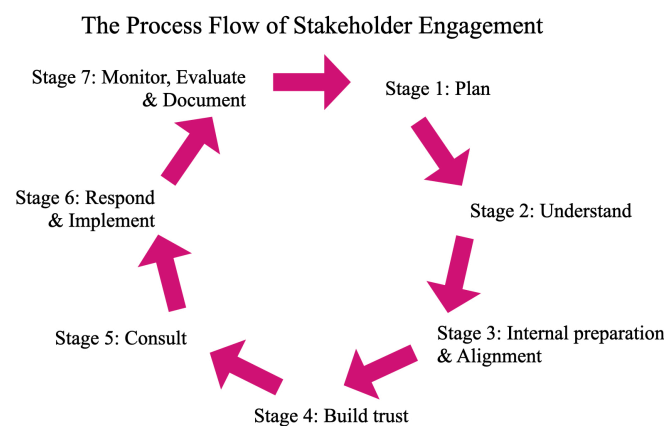


Figure 1. The process flow of stakeholder engagement (Jeffrey 2009)

The actual engagement with the stakeholders begins by building trust with them. In order to achieve successful interaction with the stakeholders, the company must firstly recognise that different stakeholders have different levels of trust for the company and then the company must adapt its interactions to correspond with this. When consulting with the stakeholders, the company should choose the most fitting mechanism for each group; the same format of consultation won't be the optimal one for all stakeholder groups. The company should also aim for a fair representation of all stakeholders instead of avoiding consulting with stakeholder groups it may consider to be more difficult. When corresponding with stakeholder groups the company should also provide complete and contextualised information, so that the stakeholders can get a holistic picture and draw fair conclusions of the issues that are discussed. (Jeffrey 2009).

When the company has consulted with the stakeholders and agreed on issues, it's time for the company to decide what course of action to take - the company should plan on how to respond and implement the measures for these issues. Understanding the different stakeholders is also beneficial for this phase, as having an understanding of possible stakeholder reactions helps the company to iterate and create a more successful action plan. The final phase is for the company to document and report on the progress to the stakeholders. Accurate documentation and communicating in a way that is understandable to the stakeholder groups is key and helps to keep the engagement transparent. When the company evaluates the success of the engagement of stakeholders, it's important to collect numerous assessments and learning points to get a holistic view of the situation. Gaining an understanding of the cost-benefit of the project is beneficial for the company. (Jeffrey 2009)

## **2.2. CSR**

Corporate social responsibility (CSR) is a method to discuss what obligations a company has to its immediate society and to propose policies on how the company can meet these obligations. CSR is a tool to address a company's relationship with its stakeholders and the creation of CSR strategy inevitably involves evaluating what others require, expect and desire from the company. (Carroll 1991; Werther Jr & Chandler 2010, pp. 7)

Boydakary & Doumagay (2016) have divided CSR strategies into three groups; the reactive strategy, the adaptive strategy and the proactive strategy. The reactive strategy is characterized by a low commitment to both social and environmental issues. In this strategy being socially responsible is seen as a constraint and CSR-related actions can be seen as a result of stakeholder pressure. The adaptive strategy is more opportunistic in nature. This strategy is focused on searching for optimal benefits and legitimacy in the long term. Companies applying this strategy are committed to social and environmental issues on varying levels depending on the issue; the main objective is to pursue profit and minimize risk, so it can be said that companies using the adaptive strategy are committed to CSR issues that benefit these goals. Lastly is the proactive strategy. Companies that follow this strategy view social responsibility as an asset for the company, and the commitment to social and environmental issues is strong. Likewise as in the adaptive strategy, the company strives for optimal benefit and legitimacy in a long term perspective. Something to be noted about the proactive strategy is that the implementation costs of this strategy can be quite high compared to the reactive strategy and proactive strategy.

In addition looking at what kind of CSR strategy a company uses, the model CSR sensemaking process by Basu & Palazzo (2008) can also be used to group companies and their approach to CSR (Figure 2). The model is used to define the CSR character of a company by looking at the cognitive, linguistic and cognitive dimension of a company.

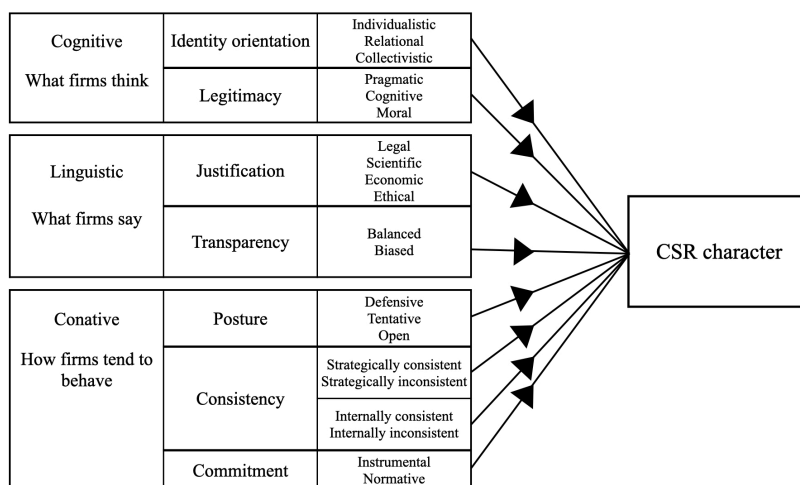


Figure 2. CSR: Dimensions of Sensemaking Process (Basu & Palazzo 2008)

The cognitive dimension consists of the company's identity orientation and legitimacy approach. The identity orientation is the view that the company has of its own identity. The identity orientation most likely influences the type of relationship the company develops with its stakeholders. If a company is individualistic it values individual liberty and self-interest. This means that the company chooses to participate in CSR activities that are prominent, as the company values appearing to be the best one and wants to showcase its CSR activities. A company that is relational considers itself to be a partner with its stakeholders and chooses CSR activities that help strengthen relationships. Collectivistic companies see themselves as being part of a larger group beyond their immediate stakeholders. These companies engage in high-profile activism and collaborate with others in doing so. Legitimacy is achieved when a company gains acceptance from the society and stakeholders. Pragmatic legitimacy is when a company convinces its stakeholders that the decisions the company has made and its products and processes are useful. Cognitive legitimacy is achieved when a company aligns itself with perceived societal expectations. When a company cocreates norms together with stakeholders it achieves moral legitimacy, for example in situations that are uncharted or unsure. (Basu & Palazzo 2008)

The linguistic dimension of a company's CSR character is defined by how it justifies its actions and how transparent it is when communicating. A company may use depending on the situation legal, scientific, economic or ethical reasoning. These justifications can also be used in situations that are unfavourable to the company in order to appear more favourable. If a company includes both favourable and unfavourable aspects of itself or its actions, the communication can be considered balanced, but if the company minimises or leaves out unfavourable aspects from the communication completely, it's unbalanced. (Basu & Palazzo 2008)

The posture, consistency and commitment of a company makes up the conative dimension. Posture looks at how a company responds to others when given feedback and criticism. A company with a defensive posture accepts no feedback from others and presumes that it's always right. One with a tentative posture comes off as being uncertain because the company lacks either experience or the suitable tools to come up with solu-

tions to things that are critiqued. On the other side on the spectrum from a defensive posture is an open one - companies with this quality are willing to listen and learn when given feedback and criticism that represent a different perspective. (Basu & Palazzo 2008)

The consistency of a company impacts the effectiveness and credibility of the outcome of CSR efforts. Being strategically inconsistent shows off as the company not having guidelines for what CSR activities it decides to engage in, whereas creating goals and a strategic direction for CSR helps a company to be consistent. Likewise being internally consistent can be achieved by treating CSR activities with a specific aim versus not having any logic in occurrence of CSR activities. Commitment is also an important aspect in implementing CSR in the company culture and developing processes, skills and mentality that is needed for a successful delivery. Instrumental commitment comes from external incentives and pressure while normative commitment comes from internal consideration. It is worth noting that instrumental commitment tends to lead to less integrated CSR. (Basu & Palazzo 2008)

### **2.3. STAKEHOLDER ENGAGEMENT IN CSR**

Jeffrey (2009) argues that stakeholder engagement is essential for corporate responsibility and running the company responsibly, while Ayuso et al (2011) found that knowledge sourced from engagement with stakeholders can help in the company's sustainable innovation orientation. It has also been suggested that in order for companies to fully improve its financial performance stakeholders must be satisfied with the company's CSR initiatives (Yuen et al. 2018). Moreover, it has been argued that stakeholder engagement is essential for companies to balance between environmental, economic and social conditions in ventures (Bahadorestani et al. 2020). As a conclusion, CSR should be considered a process where participation of stakeholders is necessary and this process should also encourage open communication between the participants (Maclagan 1999).

According to van Doorn et al. (2010) customer engagement consists of the dimensions valence, form of modality, scope, nature of its impact and customer goals. When dis-

Discussing customer engagement in the context of CSR, Jarvis et al. (2015) remark that the dimension of customer goal is perhaps the most different one when comparing to other forms of engagement, as a unique goal for customer engaging in CSR activities is the societal wellbeing and the wellbeing of others.

Sustainable stakeholder engagement aims to make the company’s sustainability goals more achievable by involving project stakeholders during the project life cycle and resolving conflicts using dialogue-oriented approaches (Bahadorestani et al. 2020).

A study conducted by Ahmad et al. (2021) supported both CSR and co-creation being optimally linked to consumer loyalty. The results of the study implicate that the involvement of organisations in CSR encourages their customers to be proactively involved in co-creating products and services for the company. Moreover the study found that these activities are likely to create many loyal customers and that when a company builds its image on CSR practices it helps customers identify with the company. Ahmad et al. (2021) also suggest that the research supports the notion that companies should invest more in CSR and co-creation initiatives.

Lane & Hurst (2017) describe a process model of how organisations can implement stakeholder engagement in the context of CSR (Figure 3), enabling a streamlined progression through stakeholder engagement. The model helps organisations to make better calculations of resource needs for each point in the process and it provides a level of transparency for how organisations conduct their stakeholder engagement regarding in the context of CSR, likely increasing the trustworthiness of the stakeholder engagement process and the results that stem from the process (Lane & Hurst 2017).

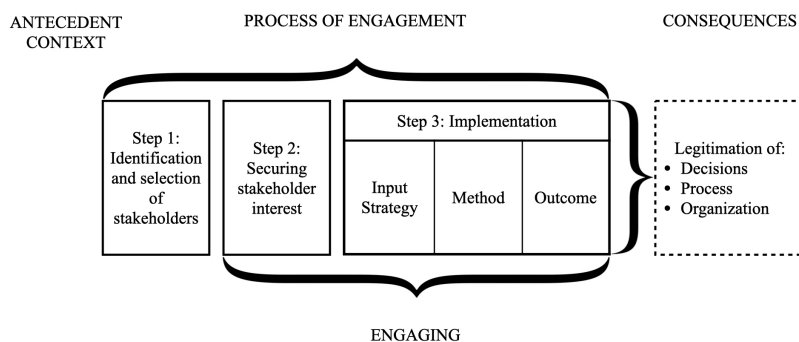


Figure 3. A process model of operationalizing stakeholder engagement in CSR (Lane & Hurst 2017)

Serving as a background for the process is the antecedent context, consisting of pressures put on the company by powerful external stakeholders to engage with the stakeholders. Powerful external stakeholders are for example governments and professional associations. The pressure to engage with stakeholders can also be financial and moral and placed on by the company itself. The company might need to engage with stakeholders in order to remain competitive or influence performance and growth in the long term. (Lane & Hurst 2017)

The process itself starts with the company identifying its stakeholders and selecting which one or ones it wants to engage with (Lane & Hurst 2017). It is worth noting that the process is based on organisations reaching out to its stakeholders and initiating the contact, rather than the other way around. In order for organisations to decide which of its stakeholders it will reach out to the legitimacy and power of the stakeholder groups should be considered. From a CSR perspective legitimacy may be more important, legitimacy meaning how justified a stakeholder group is to get the companies attention and how urgent their case is. Power is however also an important factor, as stakeholders who are more organised or invest more in the company have more power over the organisations leadership and management. (Carroll 1991)

When trying to secure the stakeholders' interest in engaging with the company the communication must be interesting to the stakeholder in question. This communication is usually one-way communication from the company to the stakeholder. Some methods companies can use to securing the interest of stakeholders is to appeal to their fears, self-interest or moral and ethical concerns. When the company is ready to proceed to the third step of the process, a sub-process called the implementation stage, the company will build the engagement with the stakeholders on the interest from the previous step. (Lane & Hurst 2017)

Input strategies are divided into three categories; interaction, involvement and integration. These categories represent different levels of contribution required from stakeholders. The interaction strategies are appropriate for situations where stakeholders' need for engagement can be met by the company providing information about their CSR



activities, programs and initiatives. The input the company gets from stakeholders when an interaction strategy is implemented can be considered as low-value input. Actions that company might take if using the interaction strategy include sending newsletters, publishing an annual report or publishing CSR-related information on their website. (Lane & Hurst 2017)

Involvement strategies are used when a company determines that it will meet stakeholders' need for engagement by inviting them to comment and to give feedback and suggestion regarding topics the company has often chosen itself. The decisions that are made based on these discussion is done solely by the the company, but the impact of the stakeholders' input is acknowledged. Involvement strategies can be implemented by using for example surveys and analyzing feedback the company has received. (Lane & Hurst 2017)

The strategy that required the highest level of stakeholder involvement are the integration strategies. Integration strategies require that the company is willing to include stakeholders in its decision-making by having them actively participate in the process. The company should get meaningful information from stakeholders repeatedly and stakeholders should also participate in the decision-making, it's also important that the company respects the views of the stakeholders. Examples of how companies can implement this strategy include having extensive consultation with stakeholders, having a dialogue to get advice on a specific topic or having an advisory council to determine key issues to drive the companies CSR strategy. (Lane & Hurst 2017)

Methods of communication include both one-way and two-way forms of communication, and the method used mostly depend on the input strategy that is chosen. It is considered that two-way form of communication gives more meaningful information to the company, but one-way communication can be successfully used to get the interest of stakeholders, as discussed earlier. The final part of the third step in the process is the outcome, divided into three and reflecting the level of stakeholder participation: control, collaboration and co-determination. Control is achieved as an outcome when the company uses stakeholder engagement to manage stakeholders and to get them to accept or share the company's views or actions. The purpose of this outcome is to give an appear-

ance of engaging stakeholders in order to get them to conclusion the company wants. Collaboration is regarded as a result that is more sustainable when it comes to decision-making and stakeholder relationship management compared to control. In this outcome stakeholders provide meaningful data for the company to use in its decision-making process. Co-determination goes even further in stakeholder engagement, as the company and its stakeholders decide together what actions to take. (Lane & Hurst 2017)

The last step of the process presented in Figure 3 is for the company to legitimize the very process of engaging the stakeholders, the decisions that were reached by engaging the stakeholders and the company itself. (Lane & Hurst 2017)

### **3. METHOD**

This research will be conducted by surveying the 500 biggest companies in Finland according to the Talouselämä 500 report (2020) and by conducting semi-structured interviews with selected companies included in the same report.

A mixed methodology was chosen for this study in order to gain a wider perspective and insight into how companies view engaging consumers in CSR. The survey was chosen as a method in order to get an overall view of how big companies in Finland engage consumers in CSR, while the semi-structured interviews were chosen to get a deeper understanding of the subject from select companies. Semi-structured interviews were chosen as a method over unstructured interviews to ensure that the topics and questions relevant for this study would be discussed.

The survey was primarily sent by email to the CEOs and other directors and managers with a focus on corporate responsibility and sustainability, but also other high-level employees and general emails if needed. For the semi-structured interviews a selected group of consumer-oriented companies with an employed CSR expert were invited.

#### **3.1. TARGET GROUP**

The Talouselämä 500 report is an annual report that lists the biggest companies in Finland by revenue in the previous year. The report used for this research is based on the companies' revenue in 2019. This target group was chosen for this research because bigger companies are arguably more prominent and may have a bigger impact and therefore also a bigger responsibility when it comes to CSR. The companies included in the report had a revenue ranging from 108 million to 23.3 billion, with the average being 783 million, and a number of staff ranging from 0 to 98322, with an average of 2196. (Talouselämä 2020)

The range of industries as defined by Talouselämä includes the following industries with the number of companies in parenthesis: car dealership (25), electronics (17), groceries (25), energy (29), chemical and plastics (19), machines and industrial supplies (36), transportation and forwarding (18), consumer services (17), consumer products

(12), metals and mining (19), forest (12), multi-industry and others (24), wood products (8), financing and investing (20), building materials (7), construction (22), telecommunications services (3), health and care services (11), health technology (8), information technology (26), wholesale (33), insurance (9), communications (9), retail (44), business services (41), and oil trade (6). Talouselämä defines a company's industry often by using the industry from which a company gets at least 60 % from its revenue. (Talouselämä 2020)

### **3.2. DESIGN OF THE SURVEY**

The survey was designed to measure how company's currently involve consumers in the development of CSR strategy and planning what kind of CSR actions to take. In an attempt to reduce positive bias towards the companies considering consumers as an important stakeholder group, the survey was introduced as researching the possibilities for CSR and stakeholder engagement. The survey was done both in Finnish (Appendix 1) and English (Appendix 2) in order to be available for as many professionals as possible.

The first part of the survey focuses on the company, their attitude towards CSR and who they consider to be their most important stakeholder groups. In the first section the respondent are first asked to define the industry of their company, with options including the ones the Talouselämä report included. In order to see how important consumers are for the company's business, the respondents are then asked to define how their sales are divided between companies and consumers. For this questions a slider scale is used, with the respondent being asked to define the percentage of B2C sales of the total sales. The following section of the first part of the survey asks the respondents to define, using a five-point Likert scale, how important CSR related tasks are to their role and how much they participate in deciding how CSR in the company should be developed, in developing the CSR strategy and what stakeholders the companies engages with. This gives insight into if the survey has reached the most relevant respondents.

The third section of the first part focuses on how the company views itself in relation to CSR. The questions have been designed to measure the CSR characteristics related to commitment from the dimensions of sensemaking process (Figure 2) by Basu & Palaz-

zo (2008). These questions are followed by a set of open questions designed to give insights into the companies identity orientation from the same sensemaking process and possibly other dimensions.

Lastly, the first part of the survey concludes with the respondents listing their five most important stakeholder groups in order of importance. The respondents are asked to fill in the blanks for the most important stakeholder group, the second most important and so on. This question is based on Lane & Hurst's (2017) process model of operationalizing stakeholder engagement in CSR (Figure 3) where the first step of the process is to identify stakeholders. This question measures if companies identify consumers as their stakeholders and how important companies consider consumers as stakeholders.

The second part of the survey focuses on how companies view getting feedback from stakeholder groups regarding their CSR and engaging them in developing the CSR strategy and deciding what CSR actions to take using the five-point Likert scale. The questions are asked separately about CSR strategy and CSR actions to get insight into if companies are more willing to engage stakeholders in deciding on what CSR actions to take or in developing the CSR strategy. The questions about how important companies think it is to get feedback from stakeholder groups gives insight into the posture of an companies CSR character (Figure 2), as companies that are more defensive would not be as welcoming to feedback as more open companies (Basu & Palazzo 2008). Next the respondents are asked to list the stakeholders that they engage with in these tasks in order to once again see if consumers are already top of mind and to see what stakeholders companies more often engage with. Lastly the respondents are asked to describe what kind of attitude the company has towards stakeholder engagement.

The third part of the survey focuses on the consumers as stakeholders. The respondents are first asked to rate how important consumers are as a stakeholder group for the company. This further clarifies the importance of consumers for the company in case a company grouped consumers together with other stakeholders when asked to list the most important stakeholders. The same questions from the second part of the survey are asked, but this time specifically about consumers, to see if there are differences to when companies are asked generally about stakeholders. The following sections focus on how

companies view how consumers impact their CSR and if companies view consumers' interest to engage with the company.

In part four of the survey the respondents are asked to rate how often they use different actions for engagement, how useful the methods have been, and how often they would like to use methods to engage with consumers in CSR. The actions have been selected from different input strategies from the implementation step in Lane & Hurst's (2017) process (Figure 3). The chosen actions represent all three different input strategies: interaction, involvement and integration. The questions not only give insight into what kind of experience companies have with different actions for implementation of stakeholder engagement in CSR, but also in which level of input strategy companies fall when it comes to engaging consumers in CSR. Part four also includes open questions of what other actions companies have used and what other actions they would like to use, in order to see if there are some other actions that are prevalent that haven't been included in the survey.

In the final part of the survey the respondents are asked to either tell what benefits and challenges there have been with engaging consumers in CSR if they have experience with it, and if not, respondents are asked to tell why they haven't engaged consumers in CSR and what opportunities and challenges they believe there are in engaging consumers. The survey concludes with respondents rating how often they want to engage consumers in the future compared to the current situation.

### **3.3. DESIGN OF THE SEMI-STRUCTURED INTERVIEWS**

The guide for the semi-structured interviews (Appendix 3) was designed to get a sense of the CSR character of the companies, how they currently engage consumers in CSR and how companies view the topic of engaging consumers in CSR.

The guide for the interviews was divided into three parts: background, CSR character and consumer engagement in CSR. At the start of the interviews the structure of the interview is presented as first getting background information of the company and the job of the interviewee, then discussing CSR and the company, and then discussing con-

sumer engagement and CSR. In other words, the theory and models used as a basis for the interview guide was not discussed to avoid introducing too much bias into the interview. Even as the interview guide is divided into three parts, the interviews themselves can jump between different topics in order to ensure a good flow in the discussion, and also topics not included in the interview guide can be discussed if something else interesting comes up.

To get a better understanding of the company and the duties of the interviewee the first part of the interview focuses on background information. This includes questions about the company's stakeholder and customer groups. The interviewee is also asked to describe their own job and to tell how CSR and stakeholder engagement relate to their job. These questions are asked to gain a better understanding how important both these aspects are to their role at the company.

The second part of the interview has been designed to measure CSR characteristics based on the sensemaking process (Figure 2) by Basu & Palazzo (2008). It should be noted that by using interviews as a method only the company's own view of their CSR characteristics is measured, as other methods for this are not used. This means that the results will be subjective. However, as the main aim is to only get indication of what CSR characteristics the companies display in general and not to do an in-depth analysis of each company, this method can be considered sufficient for this purpose. The CSR characteristic of identity orientation is measured by asking the interviewees what CSR means to the company and how CSR shows up in the company. To measure transparency the company's way of communicating is discussed and posture is measured by asking how the company reacts to feedback and criticism they receive regarding CSR. In order to get a view of the company's consistency when it comes to CSR interviewees are asked to describe how the company decides what CSR related activities to execute, in order to find out what kind of strategy companies have for this. Both legitimacy and justification are measured by discussing the company's reasoning for executing different CSR activities, and finally by discussing how much external factors affect the company's CSR commitment is measured.

The third and final part of the interview focuses on how the companies engage consumers in their CSR and the questions are based on the process model for operationalizing stakeholder engagement in CSR (Figure 3) by Lane & Hurst (2017). The first step in the process by Lane & Hurst (2017) is the identification of stakeholders. Questions in the interview guide corresponding to this step in the process are “which stakeholder groups does the company engage in CSR?” and “how does the company view engaging consumers in CSR?”. These questions are designed to see if the company’s identify consumers are stakeholders that should be engaged in CSR. Relating also to the identification step, interviewees are also asked in what kind of CSR related things they engage consumers, giving insight in what instances consumers are identified as a relevant stakeholder to engage. Related to the process step of securing stakeholder interest the companies are asked if they feel that consumers are interested in the company’s CSR. This gives insight into if the companies have to potentially work hard in order to get consumers to engage in the company’s CSR. Relating to input strategy and method, it is discussed in the interview how the company engages consumers in CSR and how the company chooses how to engage consumers giving. In order to get insight into the outcome of the process the interviewees are asked to describe how much consumers impact the company’s CSR. Even as a company may not use a similar process in their engagement process it can give information for how willing the company is to let the consumers affect outcome in their CSR process. Another aspect to the outcome step is gotten by asking the interviewees what the benefits and challenges there are in engaging consumers in CSR. This also give insight into the whole engagement process.

The last step in the interview guide is to discuss with the interviewee about the possibilities and challenges they see for engaging consumers in the future. This step is not related to any model, but gives information for how companies view trends in the consumer engagement, where the company themselves might be heading and what plans they have for developing consumer engagement relating to CSR.



### **3.4. DATA COLLECTION AND ANALYSIS**

As the focus of the survey is to get an overall view of if and how big Finnish companies engage consumers in CSR, the survey was sent to all companies included in the Talouselämä 500 report by email using the marketing automation platform Mailchimp. For the survey the respondents from each company were collected by searching the persons who would be responsible for a company's CSR or involved in it; titles include CEO, Head of Sustainability, Head of Corporate Responsibility, Director of Sustainability and other high-level positions that may have a focus on CSR, like Communications Director or Manager. If there was no information available of who would be the appropriate contact, the survey was sent to a general contact email of the company encouraging the email to be forwarded to the appropriate contact person. The survey was open 9.3-30.4.2021 and was answered by 16 respondents.

As the number of respondents was low and no meaningful cross tabulation could be performed, the data was simply compiled using Google Sheets spreadsheet program. The answers to the open questions in the survey were analysed and categorised according to themes found.

For the semi-structured interviews an invitation for the interviews was sent to a select numbers of companies. As the aim for the interview is to dive deeper into consumer engagement in CSR, the criteria for the companies selected for the interview was that they have a significant B2C business and that the company has an employee that is an expert in CSR. This way it could be ensured that there is a higher chance that the companies selected for the interviews already have at least some experience in engaging consumers in CSR, thus being familiar with benefits, challenges and opportunities relating to this topic.

In total eight semi-structured interviews were conducted with CSR experts from the respective companies. All companies have consumer-related businesses and appear on the Talouselämä 500 report. The interviews were conducted in April 2021 using video calls and lasted from 30 to 60 minutes per interview.

Table 1. List of conducted semi-structured interviews.

	Company industry	Date of interview	Length of interview
Interview 1	Consumer services	15.4.2021	60 min
Interview 2	Groceries	19.4.2021	49 min
Interview 3	Wholesale	19.4.2021	44 min
Interview 4	Telecommunication services	20.4.2021	42 min
Interview 5	Telecommunication services	23.4.2021	30 min
Interview 6	Financing and investing	26.4.2021	43 min
Interview 7	Consumer services	26.4.2021	41 min
Interview 8	Groceries	27.4.2021	36 min

The interviews were analysed using the coding method by Miles et al. (2014) to assign meaning and descriptions to different passages in the interview transcripts. Codes can either be more concise labels or more complex. Descriptive codes are used summarise information in one word or a short phrase. Once the descriptive codes have been assigned they are summarised into segments using pattern codes. Pattern codes identify common themes and streamline the assigned codes (Miles et al 2014, pp. 6-18). The result is a table of codes divided by interview and pattern codes, with the information in each cell being a descriptive code (Appendix 4).

### 3.5. VALIDITY AND RELIABILITY

Validity of a study is how well it measures what the study intended to measure. The validity is defined by whether the data collected corresponds to the subject that is investigated (Taherdoost 2016). Both the survey and the guide for the semi-structured interviews were designed based on theoretical models related to the subject. Therefore it can be considered that study has a high validity. An aspect that might impact the validity is how the term CSR is understood by respondents. As the target group for both the survey and semi-structured interviews are primarily professionals that are familiar with the subject, this shouldn't affect the validity too much.

Reliability of a study is how repeatable it is, in other words whether a study will give the same results if repeated under the same premise. Essentially, a study is reliable if it can be considered that the study gave stable and consist results (Taherdoost 2016). The reliability of the survey is severely affected by the low response rate, as only 16 responses were gotten. Therefore the survey cannot be considered reliable. The survey however gives indication of how big Finnish companies view consumer engagement in CSR. As for the semi-structured interviews, as the invitation for the interviews was sent to a select group of companies, it affects the reliability somewhat. However, the selected companies represent several different industries so the study should give a good overview of how big, consumer-oriented companies in Finland view the subject. The reliability of the semi-structured interviews can therefore be considered good.

The combination of the survey that had a target group of all companies in the Talouselämä 500 report (2020) and the semi-structured interviews targeted for companies from the report that have consumers as a significant customer group, was designed to give both a good overview of the views of companies in general and an in-depth view of consumer engagement in CSR. The validity of the study could be considered quite successful, but as the survey was lacking respondents the reliability is not as high.

## 4. RESULTS

In this chapter the results of the survey and the interviews are presented.

### 4.1. RESULTS OF THE SURVEY

In total 16 respondents answered to the survey. Because of the low number of respondents, the results are presented in the charts by number of respondents instead of percentages to avoid making the results misleading. The answers to the open questions in the survey are presented as tables, where the themes of the answers are presented.

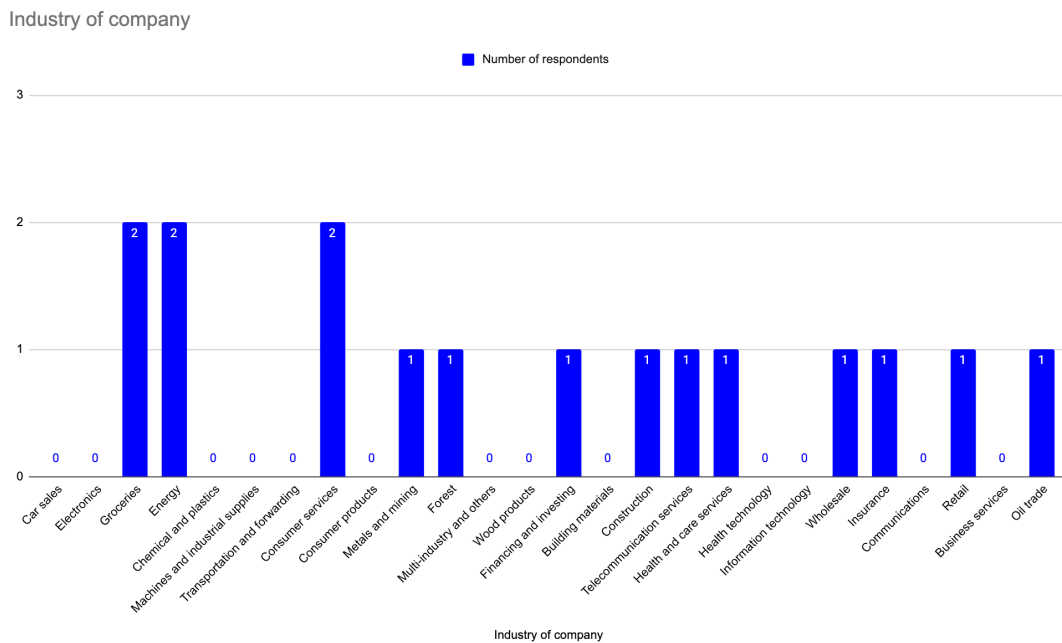


Chart 1. Company industry (n = 16)

The respondents were asked to define the main industry of the company (Chart 1). Not all industries were represented, but there were also no industries that were over-represented. Only the industries of groceries, energy and consumer services had more than one respondent.

## How much of your sales is B2C sales?

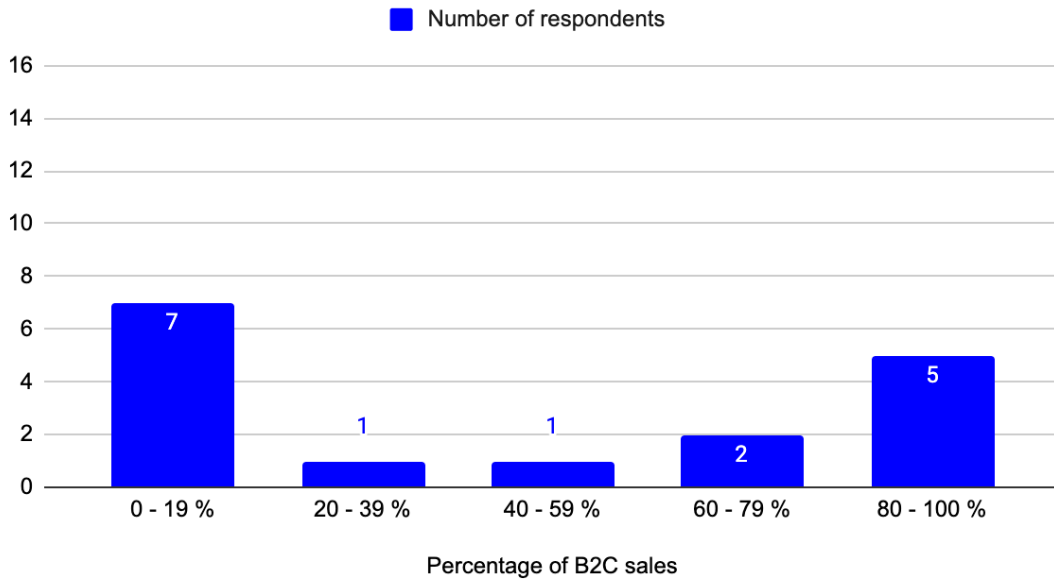


Chart 2. Percentage of B2C sales (n = 16)

The respondents were asked to define the percentage that B2C sales represent of the companies total sales. The answers were then grouped together and simplified. The answers ranged all the way from 0 % to 100 %, meaning that there were vastly differing companies represented in the survey, but a significant amount of respondents represented companies that do mostly B2B sales.

## Assess the statements relating to your job

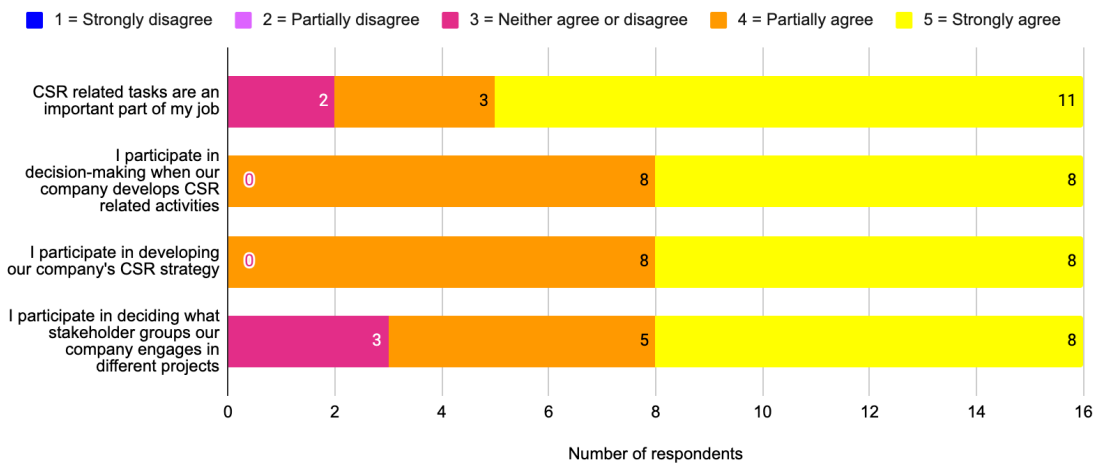


Chart 3. Respondents assessments about their job (n = 16)

When asked to assess the importance of CSR related tasks to their job, the majority strongly agreed that they are an important part of their role as can be seen in Chart 3. Additionally all respondents either partially or strongly agreed that they participate in decision-making when their company develops either CSR related activities or the CSR strategy. There was a slight uptick in neutral answers when asked if the respondents are a part of deciding what stakeholders the company engages in different projects, but overall the answers show a strong agreement that both CSR and stakeholder engagement is important to the respondents jobs, confirming that the survey was answered by the intended target group.

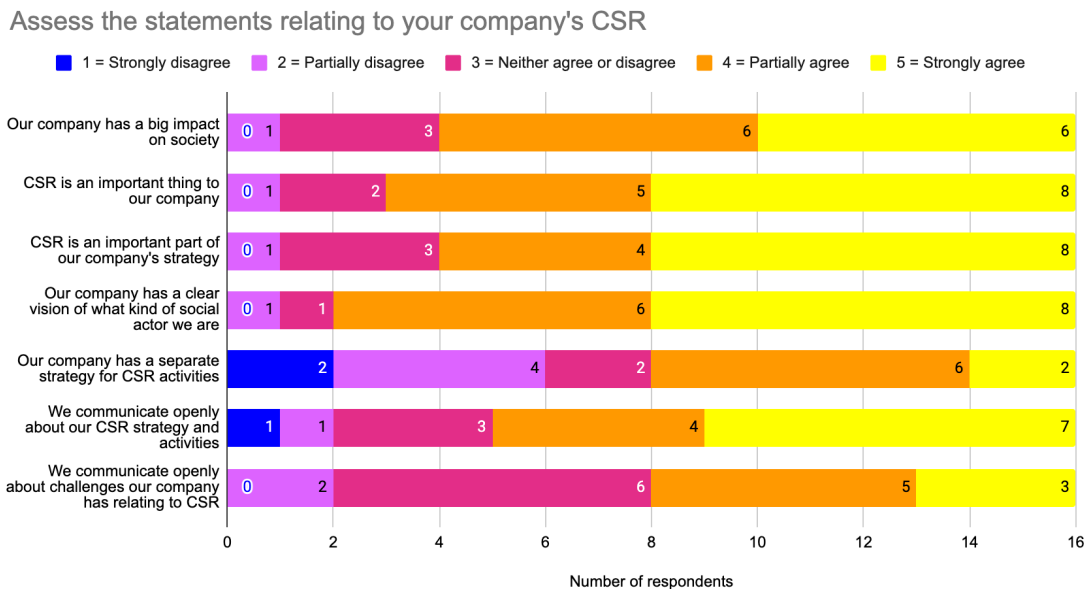


Chart 4. Respondents assessments about their company's CSR (n = 16)

As chart 4 shows, when assessing statements relating to their company's CSR the answers were more divided. The majority strongly agreed that their company has a big impact on society, that CSR is important to them and that CSR is an important part of the strategy, but there were also respondents that were neutral or partially disagreed to these statement. The most divisive statement was whether the company has a separate strategy for CSR activities. This may mean that the companies are not as strategically consistent when it comes to CSR as they could be or that the general strategy the companies have is sufficient to also cover CSR activities. The statement about the company communicating openly about challenges they have relating to CSR garnered the most

neutral answers, but as a considerable amount of respondents also answered that they partially or strongly agreed to this statements, it can be concluded that the respondents overall consider their company to have a more balanced approach to their communication of CSR compared to unbalanced. Chart 4 shows that the respondents in general consider their company to have somewhat of an impact on society, that CSR plays an important role in the company and its strategy and that they have a quite clear vision of what kind of social actor they are.

Table 2. Describe your company from CSR perspective (n = 13)

<p style="text-align: center;"><u>Strategic</u></p> <ul style="list-style-type: none"> <li>- Integrated in mission/business itself</li> <li>- Implemented throughout value chain</li> <li>- Big role in everything that is done</li> </ul>	<p style="text-align: center;"><u>Developing</u></p> <ul style="list-style-type: none"> <li>- Beginning to get more systematic</li> <li>- Developing</li> <li>- Second CSR report in making</li> <li>- Brand further in CSR than operations</li> </ul>
<p style="text-align: center;"><u>Impact on society</u></p> <ul style="list-style-type: none"> <li>- Treating employees fairly</li> <li>- Impact on environment</li> <li>- Creating value for society</li> </ul>	<p style="text-align: center;"><u>Compliance</u></p> <ul style="list-style-type: none"> <li>- Following the law</li> <li>- Paying taxes</li> </ul>

Table 2 showcases the different themes and answers to the question of how the respondents would describe their company from a CSR perspective. Some respondents described CSR as being integrated in their mission and the very business itself, and having a big role in everything that is done. Some companies recognised that they have an impact on environment and that they create value for society, while another respondent wanted to highlight that they treat employees fairly. In other companies CSR seemed to still be in a developing level, where they were getting more systematic or where the brand is further along when it comes to CSR than the actual operations. There was also the point of view of just following the law and paying taxes.

<u>Strategic</u> - Strategy to tackle societal challenges - Strategically important, even crucial - Integral part of company existing - Clear vision	<u>Expected</u> - Society sets high standards that are followed - It's not optional, it's necessary - Following the law and paying taxes - Important, but not driving business-decisions
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When asked to describe their company's attitude towards CSR the answers could be roughly divided into two categories; it was either seen as something strategic or something that was expected (Table 3). While those who had a more strategic approach described e.g. that they have a strategy to tackle societal challenges or that they have a clear vision, those who described CSR more as something that was expected said that society already in itself sets high standards that are followed or that CSR was something important, but not something that was driving business-decisions.

Table 4. What are the most important factors when you plan your company's CSR strategy? (n = 14)

<u>Society &amp; environment</u> - Impact on people and environment - Climate change - Goal of carbon neutrality - Financial, social and environmental indicators and priorities - Environmental and regional economic impact	<u>Company situation</u> - Strategy - Current situation in company - Expertise within company - Brand
<u>Stakeholders</u> - Stakeholder expectations and priorities - Customer and investor value - Employer branding - Customers	<u>Business and finances</u> - Impact - Cost

When designing the CSR strategy societal and environmental factors were seen as being important (Table 4). Companies consider their own impact on people, environment and the regional economic, but also climate change and goal of carbon neutrality are driving forces. The current situation of the company, the company's strategy and brand and the expertise that can be found within the company were highlighted while also customer, stakeholder expectations and values were important factors. The business impact and the cost of CSR strategy were also brought up.



Table 5. What are the most important factors when you plan what CSR activities your company will implement? (n = 12)

<p><u>Business and finances</u></p> <ul style="list-style-type: none"> <li>- Financial viability compared to benefit             <ul style="list-style-type: none"> <li>- Impact in business</li> <li>- Business fit</li> </ul> </li> <li>- Financial impact on company success             <ul style="list-style-type: none"> <li>- Supports core business</li> <li>- Financial factors</li> <li>- Strategy</li> </ul> </li> </ul>	<p><u>Society</u></p> <ul style="list-style-type: none"> <li>- Sustainable development</li> <li>- Social responsibility</li> <li>- Supporting own climate target and helping others reach their goal of being emission-free</li> </ul>
<p><u>Stakeholders</u></p> <ul style="list-style-type: none"> <li>- Materiality for stakeholders             <ul style="list-style-type: none"> <li>- Customers</li> </ul> </li> <li>- Customer and investor value             <ul style="list-style-type: none"> <li>- Employer branding</li> </ul> </li> <li>- Partners that fit the company             <ul style="list-style-type: none"> <li>- Occupational safety</li> </ul> </li> </ul>	<p>Resources</p>

Table 5 showcases the factors that companies consider when planning what CSR activities to implement. Here business and financial factors were more pronounced compared to planning the CSR strategy (Table 4). Financial and business impact, and viability compared to benefit were a few of key things brought up, but also the business fit and strategy were considerations. Different stakeholder aspects were mentioned, including employer branding, occupational safety and customer and investor value that the activities would bring. Societal issues were a considerations, like supporting not only the company’s own targets but also helping others reach the goal of being emission-free, hinting that CSR activities are seen as something that supports a greater, long-term mission.

Table 6. Stakeholder groups in order of importance (n = 16)

Order if importance	Stakeholder group (number of mentions)
1	Customers (8), owners or shareholders (3), employees (2), cooperative members (1), supervising authority (1), Väylä (Finnish Transport Infrastructure Agency) (1)
2	Employees (6), owners and investors (3), customers (2), consumers (1), regime (1), ELY (1), Hali (1), municipalities (1)
3	Customers (3), employees (2), owners and investors (3), partners (2), subcontractors and suppliers (2), environmental authorities (1), local businesses (1), cities and municipalities (1), trade unions (1)
4	Partners (2), authorities (2), suppliers (2), construction supervision (1), consumers (1), leadership (1), local community (1), land owners (1), builders (1), academies (1), no answer (1)
5	Media (2), environment (2), authorities (2), society (1), Energy Authority (1), suppliers (1), public sector (1), researchers/media/organizations (1), decision-makers (1), property owners (1), NGO partners (1), communities (1), no answer (1)

The respondents were asked to list their most important stakeholders in order of importance (Table 6). When asked the most important stakeholder group customers was mentioned by half of the respondents. Customers were mentioned in total 13 times within the categories of three most important stakeholders, meaning that most respondents consider the company's customers to be a very important stakeholder. Customers could mean either B2C or B2B customers or both, so this doesn't necessarily mean consumers. Consumers were specifically mentioned twice as a second most important and fourth most important stakeholder. Employees were the second most mentioned stakeholder group when taken into account mentions in all categories with ten mentions in total. Owners, investors and shareholders, and different authorities were both mentioned in total nine times in the different categories. Subcontractors and suppliers were both mentioned five times in total in all categories. What can be concluded from the answers are that the respondents have somewhat similar stakeholders, and it could also be a possibility that consumers specifically could be an important stakeholder for many respondents, depending on what the definition of customer is in each specific company.

### Assess the statements about stakeholder engagement

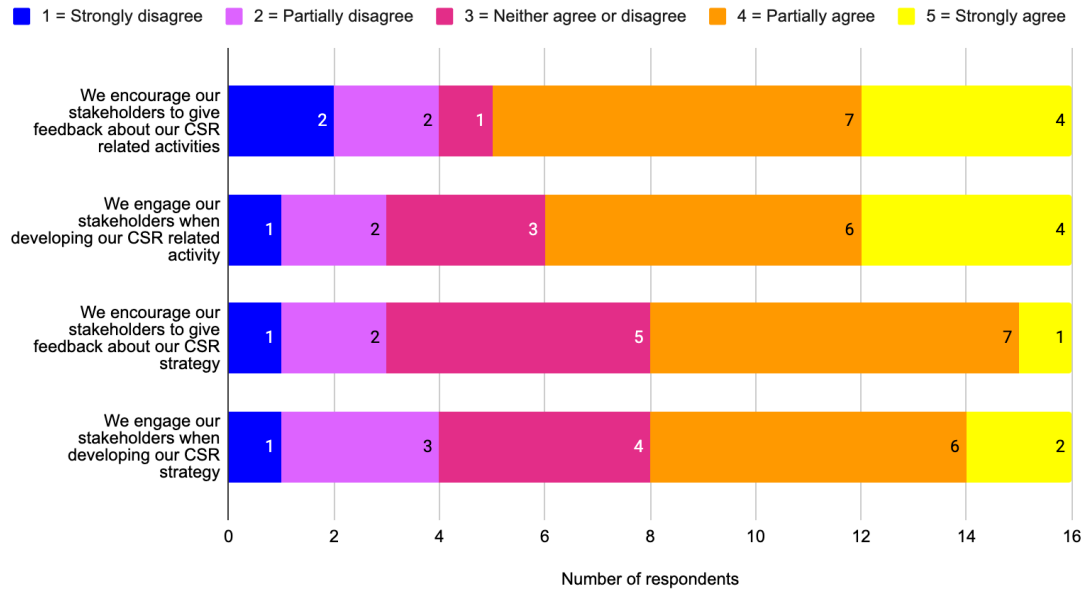


Chart 5. Respondents assessments about stakeholder engagement (n = 16)

When asked to assess statements relating to stakeholder engagement the answers were more divisive than when the respondent were asked to assess statements relating to CSR, as seen in chart 5. The majority of respondents still partially or strongly agreed to the statements, but especially the statements about encouraging stakeholders to give feedback about CSR related activities and engaging stakeholders when developing the CSR strategy garnered more disagreeing assessments, the latter statements also getting a noteworthy amount of neutral assessments. A considerable amount of neutral assessments were also garnered for the statement about encouraging stakeholders to give feedback about the company’s CSR strategy. Overall it can be considered that the company’s have a posture slightly defensive streak when it comes to CSR, as not many respondents strongly agreed with the statements. Overall however most companies lean more towards having a more open posture.

Table 7. Which stakeholders does the company engage in following things

Question	Stakeholder group (number of mentions)
Which stakeholders do you encourage to give feedback about your CSR related activities? (n = 15)	Customers (6), employees (4), investors/owners/shareholders (4), all stakeholders (3), suppliers (2), consumers (1), administration (1), leadership (1), no plans yet (1), everyone else interested in the business (1), subcontractors and partners (1), authorities (1), local communities (1), feedback/surveys (1), meetings (1)
Which stakeholders do you engage when developing CSR related activities? (n = 14)	Employees (8), customers (7), suppliers (4), investors/owners/shareholder (4), partners (3), authorities (3), no plans yet (1), leadership (1), administration (1), cooperative members (1), public sector (1), local communities (1), everyone else interested in the business (1), all (1)
Which stakeholders do you encourage to give feedback about your CSR strategy? (n = 15)	Employees (7), customers (6), owners and shareholders (4), investors (4), partners (2), suppliers (2), all (2), leadership (1), administration (1), cooperative members (1), public sector (1), NGOs (1), local communities (1), no plans yet (1), everyone else interested in the business (1), network (1), municipalities (1)
Which stakeholders do you engage when developing your CSR strategy? (n = 15)	Employees (7), customers (3), owners and shareholders (4), investors (3), partners (3), suppliers (2), all (1), leadership (1), administration (1), cooperative members (1), public sector (1), NGOs (1), local communities (1), no plans yet (1), everyone else interested in the business (1), network (1), municipalities (1), participants in stakeholders surveys, decision-makers (1), none (1)

When asked which stakeholders the companies encourage to give feedback about and engaged when developing CSR related activities and strategy, employees were mentioned the most throughout the questions, only being second when asked which stakeholders are encouraged to give feedback about CSR related activities. Customers were the second most mentioned stakeholder, with consumers being specifically mentioned once. There were a couple of answers where the respondent said that they either have no plans yet or that they do not engage any stakeholders at all, but also on the other hand respondents that said that they engage all stakeholders.

Table 8. Describe your company's attitude towards engaging stakeholders in CSR related things

<p style="text-align: center;"><u>Integrated</u></p> <ul style="list-style-type: none"> <li>- Essential part of CSR</li> <li>- Getting stakeholder views before decision-making when preparing initiatives             <ul style="list-style-type: none"> <li>- Processes, dialogue, surveys, cooperation projects</li> </ul> </li> <li>- Important to develop CSR with stakeholders in order to get various views</li> <li>- Normal part of business management</li> </ul>	<p style="text-align: center;"><u>Internal stakeholders</u></p> <ul style="list-style-type: none"> <li>- Internal stakeholders are paid attention to more than external</li> <li>- Annual employee commitment survey</li> <li>- Continuous dialogue with investors, employees and business partners</li> </ul>
<p style="text-align: center;"><u>Developing</u></p> <ul style="list-style-type: none"> <li>- Improving continuously</li> <li>- Engagement in beginning stages</li> <li>- Just started to be more systematic</li> <li>- Needs to be thought about more what benefit is wanted and how to execute more efficiently</li> </ul>	<p style="text-align: center;"><u>No particular CSR engagement process</u></p> <ul style="list-style-type: none"> <li>- Only expected that stakeholders follow the laws and regulations</li> <li>- Done along with other cooperation, and that's why hard to describe</li> </ul>

Overall stakeholders were seen as being an integrated and essential part of CSR, as stakeholders are able to give various views on CSR (Table 8). One respondent described as them having various different methods for engaging stakeholders in CSR, while other companies seem to be more in a development phase of stakeholder engagement, where they have just started to be more systematic in engagement or that they need to think more about what benefit they want from stakeholder engagement and plan how to execute engagement more efficiently. There was also a respondent that only expected stakeholders to follow laws and regulations and another one that described that CSR engagement is done along other cooperation, making it seem like these companies don't have a particular CSR engagement process. Internal stakeholders were particularly highlighted, and one respondent even said that the company pays more attention to internal stakeholders than external.

### Assess the statements about engaging consumers

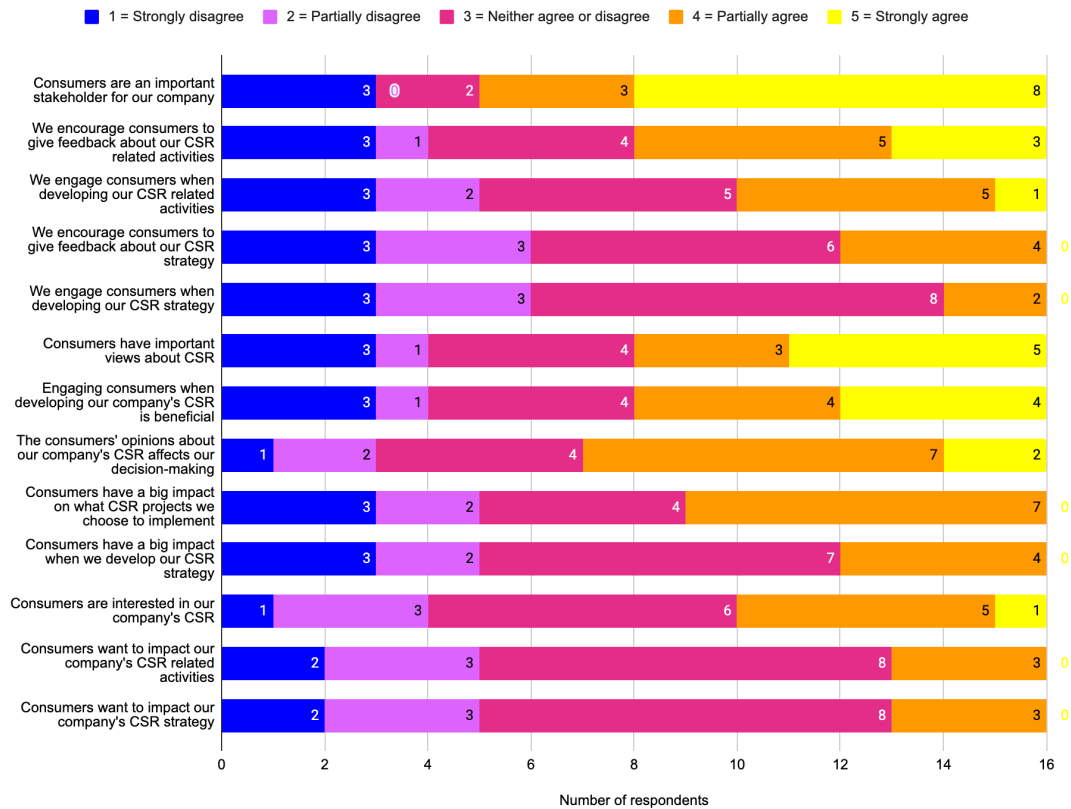


Chart 6. Respondents assessments about consumer engagement (n = 16)

In chart 6 it can be seen that even as half of the respondents strongly agreed that consumers are an important stakeholder to the company, the answers to the other statements were not as strong. From this it can be concluded that the engagement of consumers doesn't match how important companies consider consumers. Especially the statements about encouraging consumers to give feedback about the CSR strategy and engaging consumers when developing the CSR strategy are noteworthy, as the majority of the answers were neutral and there were more partially or strongly disagreeing answers compared to agreeing ones. This could mean that the companies don't want to engage consumers in these things so strongly, don't have the processes in place to do this or have trouble to get consumers to engage, as the results to the statements about consumers wanting to impact CSR relating activities and CSR strategy are also mostly neutral and more disagreeing.

It can also be noted that even if there were a few respondents that strongly disagreed that consumers are important stakeholders the answers to if consumers' opinions about their CSR affect the company's decision-making were not as disagreeing.

Table 9. In what CSR related things do you engage consumers? (n = 14)

<p style="text-align: center;"><u>Society</u></p> <ul style="list-style-type: none"> <li>- Circular economy</li> <li>- Recycling</li> <li>- Environmental issues</li> </ul>	<p style="text-align: center;"><u>Development</u></p> <ul style="list-style-type: none"> <li>- Product development</li> <li>- Co-development</li> <li>- Raw material choices</li> </ul>
<p style="text-align: center;"><u>Other methods of engagement</u></p> <ul style="list-style-type: none"> <li>- Communication with close ones <ul style="list-style-type: none"> <li>- Surveys</li> <li>- Quality forum</li> </ul> </li> <li>- Feedback channels</li> </ul>	
<p style="text-align: center;"><u>Charity</u></p> <ul style="list-style-type: none"> <li>- NGO partnerships</li> <li>- Charity campaigns</li> <li>- Donation activities</li> </ul>	<p style="text-align: center;">Consumers not clients, not active in consumer interface</p>

Table 9 gives an overview i what kind of CSR related things companies engage consumers. Engaging consumers in charity campaigns and donation activities, also in NGO partnerships, was one clear theme. Also developing products from a CSR perspective and engaging in raw material choices was also mentioned. Societal themes, like recycling and circular economy, also came up in the answers. It should also be noted that some respondents said that their company is not active in the consumer interface, and so they do not engage consumers in CSR.

## How often do you use the following methods to engage consumers in your company's CSR?

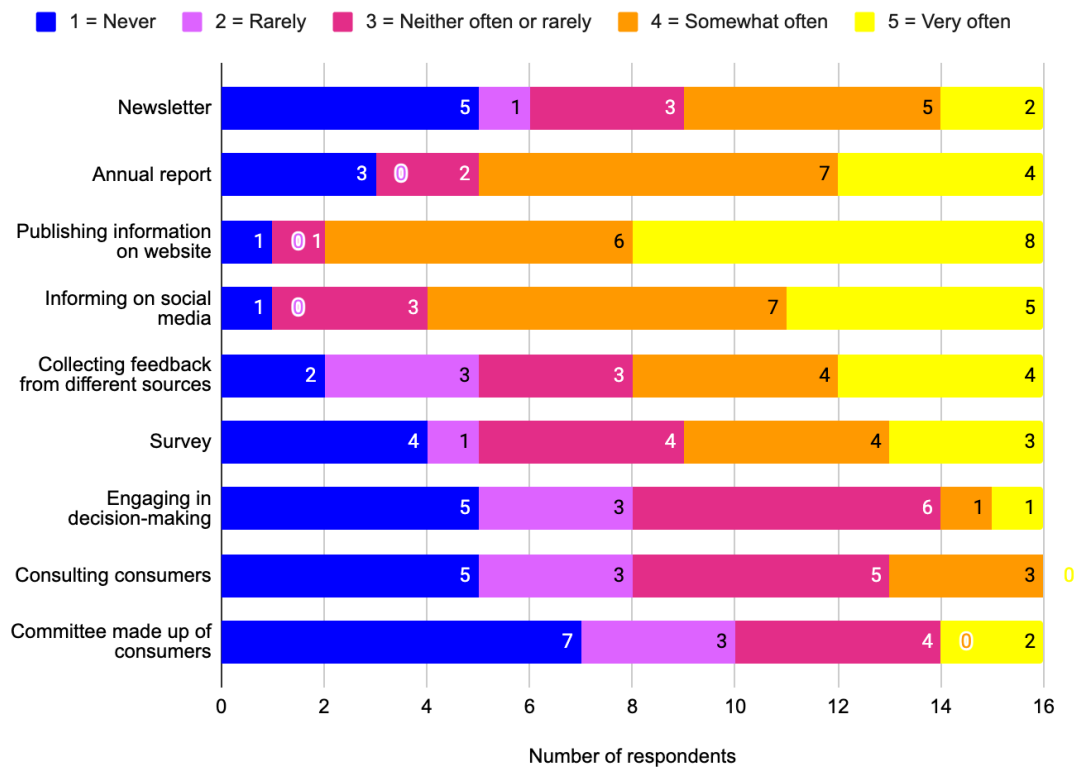


Chart 7. How often companies use different methods to engage consumers in CSR (n = 16)

Chart 7 shows how often the respondents use different methods to engage consumers in the company's CSR. The most often used method is to publish information on a website, which was a somewhat often used method for almost all respondents. Also social media and annual reports were quite often used methods. On the other hand the methods that are least used for engaging consumers in companies' CSR is committee made up of consumers with almost half of respondents saying they never use this method. On the other hand two respondents answered that they use this method very often. Other more rarely used methods are engaging in decision-making and consulting consumers. All three methods are associated with the involvement strategy requiring most stakeholder involvement while methods requiring less involvement from stakeholders are more often used by the respondents.



## The following methods are useful for engaging consumers in your company's CSR

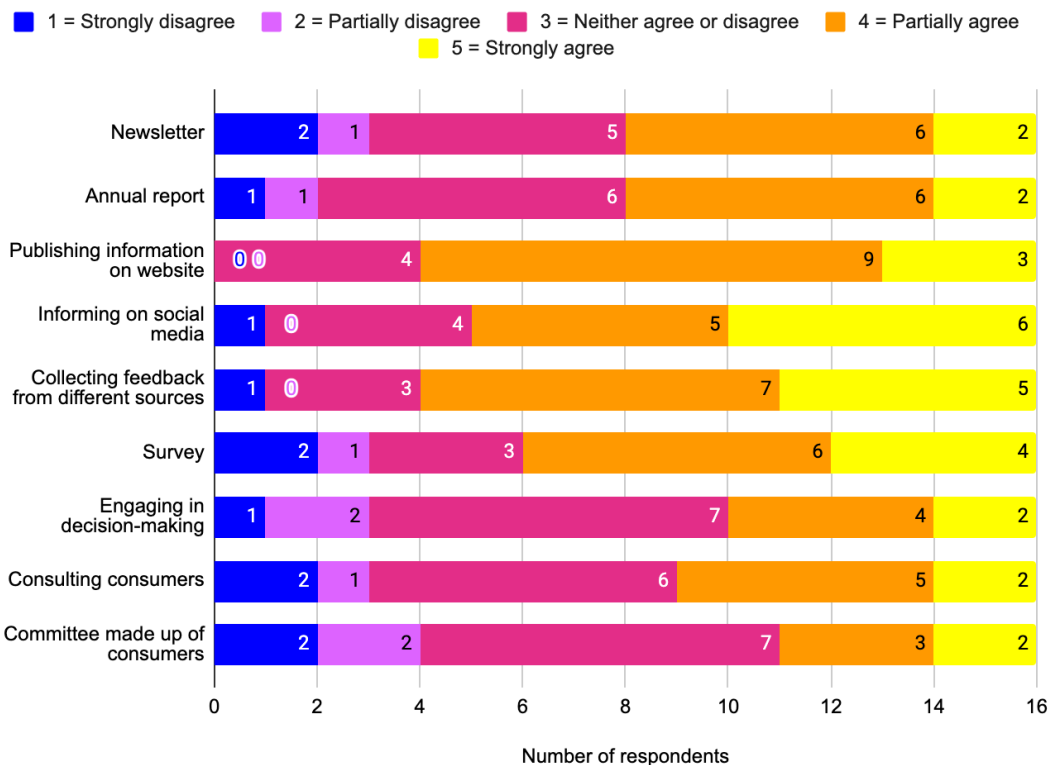


Chart 8. How useful different methods are perceived in engaging consumers in CSR (n = 16)

Compared to how often different methods were used for engagement of consumers as seen in chart 7, the respondents generally considered the methods more useful as seen in chart 8. The method that was considered most useful is publishing information on a website, although that it's worth noting that most respondents only partially agreed that it's a useful method while collecting feedback from different sources had more respondents that strongly agreed it to be a useful method for engaging consumers. The annual report got more neutral responses compared to how often it is used, while engaging in decision-making, consulting consumers and committee made up of consumers got more positive responses compared to how often respondent use them as methods of engagement, although it is worth noting that most respondents neither agreed or disagreed of these being useful methods.

## How often would you like to use the following methods to engage consumers in your company's CSR compared to the current situation?

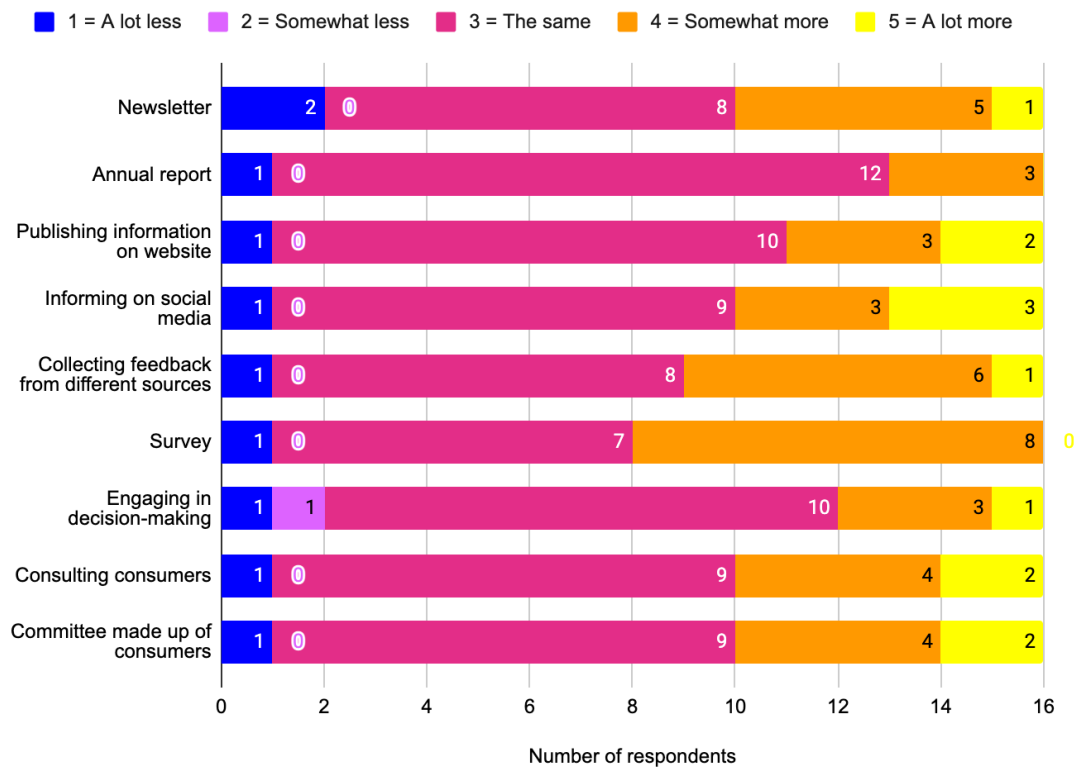


Chart 9. How often respondents would like to use different methods to engage consumers in CSR compared to current situation (n = 16)

The results in chart 9 show that the majority of respondents want to use different methods for engagement at the same level as currently. When looking at what methods the respondents would like to use more of surveys was the most popular answer with collecting feedback from different sources as a close second. The interest to use more of the different methods was generally on the same level regardless of what the level of stakeholder involvement the methods represent and it could be concluded that respondents may be ready to use involvement strategies that require a higher stakeholder involvement when engaging consumers. On the other hand newsletter and engaging in decision-making were the methods that respondents wanted to use somewhat or a lot less than currently.

Table 10. Additional methods used for consumer engagement

Question	Method (number of mentions)
What other methods do you currently use to engage consumers in your company's CSR? (n = 8)	Doesn't engage (4), design thinking (1), membership voting (1), different reports (1), discussions in forums (1), what is meant with CSR? (1)
What other methods do you want to use going forward to engage consumers in your company's CSR? (n = 8)	Committee/panel (2), more regular communication with consumer organisations (1), not in consumer interface (1), no need to engage (1), needs to get more information about subject (1), doesn't know (1), what is meant with CSR? (1)

Using design thinking, having membership votes and discussions in forums came up as other methods that companies use to engage consumers (Table 10). When asked what methods the respondents would like to use to engage consumers going forward committees or panels were mentioned as a possibility and one respondent acknowledged that they would need to get more information about this subject first.

Table 11. Has engaged consumers in CSR: Why has your company engaged consumers? (n = 5)

<p style="text-align: center;"><u>Insight</u></p> <ul style="list-style-type: none"> <li>- Essential part of business</li> <li>- Collecting insight to base marketing on</li> </ul>	<p style="text-align: center;"><u>Ways of engagement</u></p> <ul style="list-style-type: none"> <li>- Membership votes</li> <li>- Quality forum</li> </ul>
Crucial stakeholder	Developing the image

When asked that if a company has engaged consumers in CSR why they have done it, getting insight was seen as an essential part of business and another respondent wanted to collect insight to base marketing on. It was acknowledged that consumers are a crucial stakeholder and that's why they have been engaged in CSR (Table 11).

Table 12. Has engaged consumers in CSR: What benefits have there been in engaging consumers? (n = 5)

<u>Understanding consumers</u> - Wants & needs - Getting information - Opinions	<u>Strategy</u> - Avoiding tactical mistakes - Help with prioritisation
Commitment	Confirming prior information

The benefits for engaging consumers were related to understanding consumers better and increasing commitment, but also that tactical mistakes could be avoided with the help of consumer engagement (Table 12). Getting confirmation for information that the company has was also mentioned as a benefit.

Table 13. Has engaged consumers in CSR: What challenges have there been in engaging consumers? (n = 4)

<u>Engagement</u> - Creating engagement - Low participation - Getting feedback	Reaching consumers
	Timeframe

Challenges for engaging consumers in CSR included the very engagement itself; low participation from consumers and getting them to engage was seen as a challenge, as well as reaching the consumers (Table 13).

Table 14. Has not engaged consumers in CSR: Why has your company not engaged consumers? (n = 3)

Consumers not a customer group	No resources
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When asked from companies who have not engaged consumers in CSR why they haven't done it, the answers included that consumers are not the company's target group, but also that there haven't been resources to do it (Table 14).

Table 15. Has not engaged consumers in CSR: What benefits do you think there are in engaging consumers? (n = 3)

Being able to predict upcoming demand and market development	Social acceptance
Brand value and reputation	No benefit

When asked the same companies what benefits they think there are in engaging consumers in CSR, being able to predict upcoming demand and market development, social acceptance and brand value and reputation were seen as possible benefits (Table 15). There was also a respondent who didn't think there would be any benefit in engaging consumers in CSR. The answers of those who hadn't engaged consumers focused more on what the consumers think of the company, while the answers of those who had engaged consumers were more focused on getting help with business decisions.

Table 16. Has not engaged consumers in CSR: What challenges do you think there are in engaging consumers? (n = 3)

Getting valuable information with reasonable effort	Commitment/engagement
Technical means	Not operating in the consumer interface

Those who have not engaged consumers in CSR were asked what they think the challenges of engaging consumers in CSR are (Table 16). Similarly to those who had engaged consumers, the commitment or engagement itself was seen as a possible challenge, but also technical means were highlighted as a possible challenge.

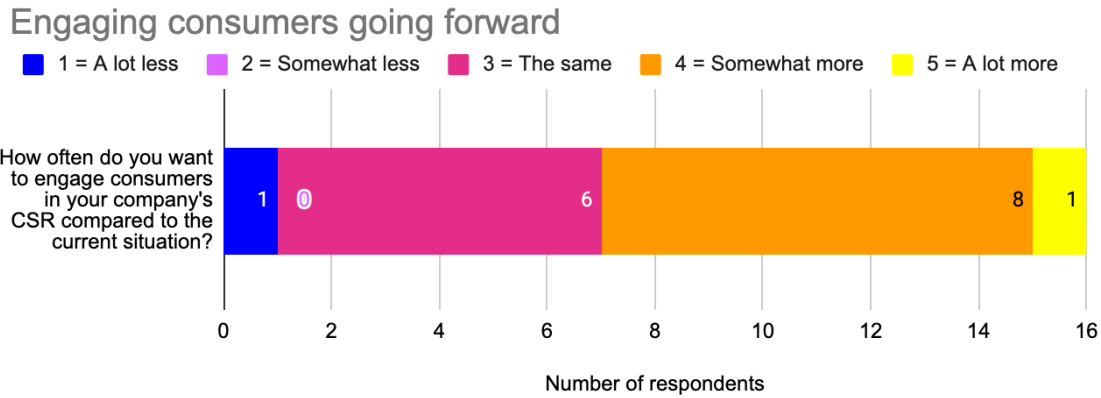


Chart 10. How often respondents would like to engage consumers in CSR compared to current situation (n = 16)

Lastly, chart 10 shows that the majority of respondents want to engage consumers at least somewhat more going forward, with many wanting to keep the level of engagement the same. Only one respondent wanted to engage consumers less compared to the current situation.

## 4.2. RESULTS OF THE INTERVIEWS

Eight semi-structured interviews were conducted and analysed by using coding. The tables of codes were compiled from key aspects found in the interviews and were used to find common themes, opinions and subjects in the interviews (Appendix 4). The codes were divided into five themes: CSR character, current ways of engagement, benefits, challenges and possibilities.

CSR was described as something that is taken into account in everything (Interview 1) and as something that relates to all areas of business (Interview 2). Interviewee 8 saw CSR as being an important part of the company brand and as a way to stand out from competition and interviewee 4 also hoped that the company would differentiate themselves from the competition when it came to CSR. CSR was also seen as a business advantage (Interview 3) and also as something that keeps the company relevant for consumers (Interview 8). It was also pointed out that a responsible way of operating business saves cost and is smart (Interview 6). Interviewee 5 said that the company wants to exceed expectations. Companies also described themselves as being forerunners (Interview 2, 3) and that they are far along in CSR (Interview 5).

The interviewees describe their companies as being an advocate for a humane market economy and trying to change societal problems (Interview 1), building wellbeing (Interview 6), developing society to be better (Interview 5) and having the task of ensuring that the industry they operate in is responsible in Finland (Interview 8). Supporting companies that they own in achieving their CSR goals (Interview 1), making it possible for customers to develop their CSR activities (Interview 5) and educating consumers (Interview 4, 8) were also seen as additional roles of the companies when it comes to CSR.

“We think that responsibility begins where the law ends... in a way in order to be responsible you have to do a bit more than what the stakeholders require” Interviewee 6

It was described that the company’s CSR program is based on stakeholders and that the stakeholders are integral to CSR (Interview 2,4), particularly customers were seen as important in CSR (Interview 5). Employees and their expectations were also highlighted as being important in CSR (Interview 6). Interviewee 2 described that everyone at the company has an impact on CSR, interviewee 4 said that the company needs to be responsible so that they can be a good workplace and interviewee 7 similarly described their image as a responsible employer.

“...and of course stakeholders are a key factor in that [CSR]” Interviewee 4

“In all our decision-making we have learned even more to listen to our customers and other stakeholders. They are definitely in the core.” Interviewee 6

“...and then consumers as a stakeholder group like everyone else has a task of also challenge the companies to act, spurt and raise expectations that responsibility brings” Interviewee 6

Interviewees 1 and 3 described themselves as being transparent in their communication about CSR, interviewee 7 adding their communication as also being comprehensive and interviewee 3 highlighted them being particularly transparent about their production. Interviewee 1 said that they want to tell about their impact more and mentioned the need to develop and report on CSR more (Interview 1). As it was seen that the CSR standard is moving all the time (Interview 8), the want to better the company all the time was discussed and it was noted there are always new things to develop (Interview 2, 8).

When discussing the ways companies engage consumers in CSR the materiality analysis was mentioned as an important tool when developing the CSR strategy or program (Interview 2, 4, 5, 6) and surveys were also often used methods of engagement (Interview 1, 2, 3, 4, 5, 6, 7), as well as different forms of feedback (Interview 1, 3, 4, 5, 6, 7, 8). Dialogue with consumers is something that companies mentioned doing with the use of social media (Interview 2, 5, 8). CSR reports were also mentioned often when discussing different methods for engagement (Interview 1, 2, 3, 4, 5). As for methods that require more stakeholder involvement voting on charities to support (Interview 1, 6), cooperative elections and initiatives (Interview 1) were give as examples, as well as consumer panels (Interview 3, 5, 7).

When discussing the benefits of engaging consumers in CSR, getting information and insight of what consumers think is important and what changes are wanted was mentioned in almost all interviews (Interviews 1, 2, 3, 4, 5, 6, 7) and finding things from this information that are relevant for the company to use in CSR (Interview 2). Getting assurance that the company is on the right track in the consumers' minds was a seen as a great benefit for the company (Interviews 1, 6).

“We have asked consumers directly about responsibility things and it’s a system that works...it’s easy to find the things from there that are relevant from our point of view”  
Interviewee 2

“...this is really great that we have data on what consumers think and how we can shape our actions according to how they see different situations” Interviewee 4

“Maybe the biggest benefit so far has been that the feedback we got impacted quite a lot what focus points formed in our responsibility program” Interviewee 7

Understanding consumer behaviour (Interview 8), getting data of changes in consumption (Interview 3) and understanding how well consumers are able to utilise different services the company offers (Interview 4) were seen as being benefits of engagement that could help with CSR work. Interviewee 6 mentioned that getting information about the consumers' carbon footprint using their products/services helps the company to get an overview of the company's total carbon footprint effect. Interviewee 3 and 8 talked about getting ideas for how to communicate about CSR; interviewee 8 said they had improved CSR related information on their packaging as a result of consumer engage-



ment. Interviewee 6 mentioned the benefit of increasing consumer loyalty and satisfaction thanks to consumer engagement.

One of the bigger challenges was the consumers' awareness and knowledge about CSR. CSR was considered something that consumers can't be required to understand the complexity of (Interview 4) even something that consumers have a difficulty of knowing what it really is (Interview 3). Topics related to CSR would need to be simplified by the company when engaging with consumers (Interview 6), but this bringing on the challenge for companies to figure out how consumers views could be utilised while still keeping the subjects on an understandable level (Interview 4). It was however also noted that consumers know more about CSR now compared to before, making it easier to discuss the topic with consumers (Interview 2).

“The question is also how much consumers understand diversity and complexity of responsibility, this is also a challenging thought I have daily that I don't think consumers should have. And in an ideal world consumers should never have to worry if a company is acting responsibly, it should be a given” Interviewee 4

“It's just a bit more challenging in what everything customers can be engaged...it can be too difficult, so you have to be able to simplify for example the themes” Interviewee 6

“...how can we utilise their opinions, yet keep it on a level that is understandable. So that they also know what they answer to and what they give their opinion about” Interviewee 4

“...responsibility means for different people different things so it needs to be concrete enough...that everyone understands to what their feedback is wanted” Interviewee 6

“Nowadays people know more about production chains and about responsibility work in general, so it's easier to get answers” Interviewee 2

Diversity in consumers was recognised as something that brings more complexity to engaging consumers in CSR, as not only the diversity in consumers needs is increasing (Interview 3), but there are also regional differences that need to be taken into account (Interview 3) and the new generation of consumers were seen as putting a lot of requirements on companies when it comes to CSR (Interview 4). Stakeholders in general were seen as having different expectations than before (Interview 2).

One key challenge is also to get consumers to engage with companies and finding ways to get consumers to participate (Interview 3). Even if there is a lot of information on the company website a lot of consumers don't necessarily read it (Interview 1) and getting spontaneous feedback about CSR does't happen often (Interview 2). It was noted that not a lot of consumers actively follow CSR of companies or want to be actively involved in CSR (Interview 2).

“Even if you have a perfect website anyone rarely visits, so you need to bring it up in other medias somehow for it to get reach” Interviewee 1

“We have for example a consumer service where you can be in touch about anything, positive or negative...we don't really get feedback related to responsibility there” Interviewee 2

“Consumers that follow responsibility things actively, their number is not so high yet, that want to actively participate and make decisions based on that...” Interviewee 2

Technology is seen as bringing more possibilities to how consumers can be engaged in CSR related things (Interview 6). Increasing use virtual platforms and events in engaging consumers was seen as a promising opportunity, especially in the aftermath of COVID-19 (Interview 7). On the other hand interviewee 8 was looking forward to being able to interacting with consumers face-to-face once it would be possible again. Interviewee 1 also saw technology bringing challenges, as not all consumer demographics may be too familiar with using technology.

“...maybe there is something in that [virtual platforms and events] that could be developed and somehow conceptualized so that there would be regular model” Interviewee 7

Interviewee 8 saw opportunities in doing more ethnographic research to get further insight of consumer and helping with CSR work and interviewee 7 wanted to explore including consumers more in the product/service development specifically with a CSR point-of-view. Interviewee 7 also saw opportunities in engaging consumers on what value different certificates bring to the consumers. It was also pointed out that engagement is still traditional overall and how to create more of a community is something that is still in early development stage.

“Everyone has it quite traditional still and how we get the community to more prominence, that is yet quite in the early trajectory in our industry” Interviewee 3

CSR was seen as a collaborative process (Interviews 5, 8) and interviewee 8 wanted to get more together with consumers to develop CSR and recognised that consumers want to cooperate with their company increasingly, interviewee 6 hoped to be able to engage consumers more in CSR and interviewee 7 would also like to develop dialogue with consumers further.

“Responsibility is so challenging because it is a theme that you can’t do alone. The world’s problems cannot be solved alone...” Interviewee 4

“...it’s very important in responsibility that you don’t do things alone, you don’t get big things done if figuring things out alone, so overall cooperation is very important” Interviewee 8

## 5. DISCUSSION AND CONCLUSION

In this chapter the results of the survey and semi-structured interviews are discussed and interpreted, the limitations of the study are discussed, recommendations for future research are given and managerial implications are presented.

The CSR characteristics that the companies display are interpreted using the model CSR: Dimensions of Sensemaking Process (Basu & Palazzo 2008, figure 2). When looking at the identity orientation that the companies display individualistic characteristics, as business and financial aspects were big considerations when deciding what CSR activities a company does. Getting information and data from consumers was also another big aspect in engaging consumers, which could also be considered showing an individualistic identity orientation. There were also some relational aspects, as some companies wanted to increase commitment, and even some collectivistic factors as there were some companies that saw their role as also helping other stakeholders improving their CSR.

As for transparency, there are companies that really aim at being as balanced as possible, with giving as much information as possible, but it's worth keeping in mind that this is based on the respondents own view about their company. The companies could be considered fairly consistent in CSR as many companies are clear about their vision of CSR and had included CSR in their strategy, many also having a separate strategy for CSR activities. There are some companies that could improve their consistency, as some seemed to be more in the phase of developing their CSR. Lastly the commitment of the companies can be interpreted as showing a fair bit instrumental commitment, since there were companies that saw CSR something that society and consumer expectations set the standards for, but there were also normative streaks as some companies wanted to exceed expectations in CSR.

When interpreting the results by using the process model of operationalizing stakeholder engagement in CSR (Lane & Hurst 2017, figure 3) which starts by the company identifying which stakeholders it wants to engage with customer and also specifically consumers were identified. Consumers were considered an important stakeholder, which is

engaged more in CSR communication, but also when planning CSR actions and especially in heavily consumer-oriented companies when developing CSR strategy, often through a materiality analysis. Engaging consumers in charity-related projects was something that was mentioned in both the survey and the interviews. This may be because it may be a relatively easy way to engage consumers on a level, where consumers have a concrete way to affect companies' decision-making.

Securing consumers' interest was one of the difficulties of the engagement process that was brought up in the survey and interviews. The companies seemed to be at least somewhat positive that consumers have an interest in the company's CSR, but the companies' view about consumers having an interest to impact CSR related activities or strategy was more neutral. This could be because CSR as a topic can be difficult to approach for consumers or because the companies haven't found an effective way to secure consumer interest.

When looking at the input strategies that companies use in their consumer engagement, the most used ones were a mix of interaction and involvement strategies, with particularly surveys being a method that was also considered useful for getting the opinions and views of consumers. There were a few instances where also integration level methods were mentioned, like membership elections, voting and initiatives. These methods were mentioned by companies with a cooperative structure, making it a natural way for them to engage their members.

As for methods of communication, they seemed to be mostly focused on one-way communication with either the company giving information to consumers or the other way around. Dialogue was mentioned in the context of social media, through which consumers can send comments or questions and the company answers, but also consumer services serve as a way to respond to feedback. However, there didn't seem to be cases where the company would be having ongoing dialogue with an individual consumer.

The step of legitimising the process of engaging consumers was for the most part focused on the fact that the companies got new or more information about the consumers, that they were able to make sure they were heading to the right direction or that they

shaped their CSR strategy or program based on consumers' views, all of which were seen as some of the biggest benefits of consumer engagement. Something that could be explored further is if this legitimisation has been something that has also been communicated to the consumers properly. This might make the process of engagement more satisfying to the consumers if they are able to understand what the end result has been.

## **5.1. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH**

Because of the issues with reliability of the survey caused by the lack of respondents, this study could not properly establish the general view of how big Finnish companies engage consumers in CSR and what benefits, challenges and possibilities the companies see in this. For this reason it could be worth replicating the survey of this study, to see what additional information can be gathered and to see if there are changes to the results of this study.

The consumer's view of engagement in CSR should be researched from both communication and engagement point of view, especially regarding engagement methods that require more stakeholder involvement. From the communication point of view it could be researched how well consumers understand CSR in order to help companies understand how they should simplify the topic and help companies still get meaningful data from the engagement. From the consumer point of view it could be worth researching what are the difficulties and bottlenecks in wanting to be engaged in companies' CSR, so that companies can understand why the participation level of consumers might be low.

Future research could also focus on a particular industry or even a specific company and dive deeper into industry or company specific problems that should be solved when it comes to engaging consumers in CSR, as different customer groups and industry expectations play a role in the engagement process and affect what solutions work better.

## 5.2. MANAGERIAL IMPLICATIONS

As there were many similarities in the methods used for consumer engagement, particularly surveys being a popular choice, there is a real opportunity for companies to differentiate themselves from competition by creating a more dialogue-driven approach and exploring engagement that uses integration strategies, inviting consumers to more actively participate in the decision-making process. Different ways for consumers to create initiatives for the company to consider or having opportunities to discuss one-on-one with experts in the companies could be ways to increase loyalty with consumers that are already more actively interested in CSR. It could be surveyed if there would be enough interest to for example set up a committee of selected consumers, that could meet up regularly either live or virtually to discuss with the company's CSR expert about things that they would like to see happening in the company to better the CSR.

Taking over a role of being the educator of CSR related topics for consumers could be an interesting positioning for companies and could help strengthen the commitment of consumers, as this may help in shaping the image of being a forerunner in CSR. The challenge will be to find a way to communicate with consumers that feels approachable and understandable, yet exciting.

Also communicating about how consumers concretely have affected the company's CSR with their engagement in a way that feels personal and unique instead of high-level explanations of the decision-making process might be a way to get consumers more interested to participate in the company's efforts to engage. When the consumers can see that they have actually affected how the company operates or even smaller decisions the company makes it rewards the consumer for having engaged with the company.

Consumers getting to vote on what charities the company donates to seems like a very fitting example for good consumer engagement in CSR; the topic is easy to understand, it is not difficult for the consumer to participate, the decision of the consumers is what is implemented and the consumers also get to know what the end result of the process is. If the companies can find other areas where this same kind of engagement can be ap-

plied it may very well be that the consumer engagement will be more successful in building commitment between the parties.

Of course surveying the consumers themselves on how they would like to engage with the company could bring more insight into what would be the best solutions for the customer base of that particular company.



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## APPENDICES

### APPENDIX 1 Survey - Finnish

#### Yhteiskuntavastuu ja sidosryhmien osallistaminen

Tervetuloa yritysten yhteiskuntavastuuta ja sidosryhmien sitouttamista koskevaan kyselyyn. Kysely on suunnattu Suomen suurimmille yrityksille Talouselämä 500-selvityksen mukaan. Vastajiksi on kutsuttu näiden yritysten edustajia. Jaa mielellään kysely eteenpäin kollegoillesi, jotka työskentelevät yrityksenne yhteiskuntavastuun tai sidosryhmien osallistamisen parissa. Kyselyyn vastaaminen on vapaaehtoista ja vie noin 15-20 min. Kaikki vastaukset anonymisoidaan ja käsitellään luottamuksellisesti. Kyselyn tuloksia käytetään opinnäytetyössä, joka toteutetaan osana korkeakoulu Arcadan International Business Management -koulutusta. Opinnäytetyön toteuttaa Olivia Miettinen. Opinnäytetyö toteutetaan itsenäisenä työnä, eikä sitä toteuteta toimeksiantona yritykselle. Tarvittaessa voit olla yhteydessä: [olivia.miettinen@arcada.fi](mailto:olivia.miettinen@arcada.fi)

There are 22 questions in this survey.

#### OSA 1 Taustakysymykset ja yhteiskuntavastuu yrityksessänne

##### 1) Yrityksenne toimiala\*

Valitse sopiva vaihtoehto

Valitse vain yksi seuraavista:

- Autokauppa
- Elektroniikka
- Elintarvike
- Energia
- Kemia ja muovi
- Koneet ja teollisuustarvikkeet
- Kuljetus ja huolinta
- Kuluttajapalvelut
- Kuluttajatuotteet
- Metallia ja kaivos
- Metsä

- Moniala ja muut
- Puutuote
- Rahoitus ja sijoitus
- Rakennusaine
- Rakentaminen
- Telepalvelut
- Terveys- ja hoivapalvelut
- Terveysteknologia
- Tietotekniikka
- Tukkukauppa
- Vakuutus
- Viestintä
- Vähittäiskauppa
- Yrityspalvelut
- Öljykauppa

Valitse toimiala, joka vastaa yrityksenne toimialaa parhaiten. Toimialat on kerätty Talouselämä 500-selvityksestä.

## 2) Miten suuri osa yrityksenne myynnistä on B2C-myyntiä?\*

Kenttiin voi syöttää vain numeroita.

Jokaisen vastauksen täytyy olla väliltä 0 - 100

Kirjoita vastauksesi tähän:

- Merkitse kuinka suuri prosenttiosuus myynnistä on B2C-myyntiä

## 3) Arvioi omaan työnkuvaasi liittyvät väitteet\*

Valitse sopivin vaihtoehto:

	1 = Täysin eri mieltä	2 = Jokseenkin eri mieltä	3 = Ei samaa eikä eri mieltä	4 = Jokseenkin samaa mieltä	5 = Täysin samaa mieltä
Yhteiskuntavastuuseen liittyvät tehtävät ovat tärkeä osa työnkuvaani					

Osallistun päätöksentekoon kun yrityksemme kehittää yhteiskuntavastuuseen liittyvää toimintaa					
Osallistun yrityksemme yhteiskuntavastuun strategian kehittämiseen					
Olen mukana päättämässä mitä sidosryhmiä yrityksemme osallistaa eri projekteissa					

#### 4) Arvioi yrityksenne yhteiskuntavastuuseen liittyvät väitteet\*

Valitse sopivin vaihtoehto:

	1 = Täysin eri mieltä	2 = Jokseenkin eri mieltä	3 = Ei samaa eikä eri mieltä	4 = Jokseenkin samaa mieltä	5 = Täysin samaa mieltä
Yrityksellämme on suuri vaikutus yhteiskuntaan					
Yhteiskuntavastuu on yrityksellemme tärkeä asia					
Yhteiskuntavastuu on tärkeä osa yrityksemme strategiaa					
Yrityksellämme on selkeä visio siitä, minkälainen yhteiskunnallinen toimija olemme					
Yrityksellämme on oma erillinen strategia yhteiskuntavastuun toimille					
Tiedotamme avoimesti yhteiskuntavastuun strategiastamme ja toimista					
Tiedotamme avoimesti haasteita, joita yrityksellämme on yhteiskuntavastuuseen liittyen					

**5) Kuvaile yritystänne yhteiskuntavastuun näkökulmasta**

Vastauksesi:

**6) Kuvaile miten yrityksenne suhtautuu yhteiskuntavastuuseen**

Vastauksesi:

**7) Mitkä ovat tärkeimmät tekijät, kun suunnittelette yrityksenne yhteiskuntavastuun strategiaa?**

Vastauksesi:

**8) Mitkä ovat tärkeimmät tekijät, kun suunnittelette mitä yhteiskuntavastuun hankkeita yrityksenne toteuttaa?**

Vastauksesi:

**9) Listaa yrityksenne viisi tärkeintä sidosryhmää tärkeysjärjestyksessä**

(1 = Tärkein sidosryhmä, 2 = Toiseksi tärkein sidosryhmä jne.)\*

**OSA 2 Sidosryhmien osallistaminen ja yhteiskuntavastuu**

**10) Arvioi sidosryhmien osallistamiseen liittyvät väitteet\***

Valitse sopivin vaihtoehto:

	1 = Täysin eri mieltä	2 = Jokseenkin eri mieltä	3 = Ei samaa eikä eri mieltä	4 = Jokseenkin samaa mieltä	5 = Täysin samaa mieltä
Kannustamme sidosryhmiämme antamaan palautetta yhteiskuntavastuuseen liittyvästä toiminnasta					
Osallistamme sidosryhmiämme yhteiskuntavastuuseen liittyvän toiminnan kehittämisessä					
Kannustamme sidosryhmiämme antamaan palautetta yhteiskuntavastuun strategiasta					
Osallistamme sidosryhmiämme yhteiskuntavastuun strategian kehittämisessä					

**11) Listaa sidosryhmät, joita osallistatte seuraavissa asioissa:\***

Mitä sidosryhmiä kannustatte antamaan palautetta yhteiskuntavastuuseen liittyvästä toiminnasta?

Mitä sidosryhmiä osallistatte yhteiskuntavastuuseen liittyvän toiminnan kehittämisessä?

Mitä sidosryhmiä kannustatte antamaan palautetta yhteiskuntavastuun strategiasta?

Mitä sidosryhmiä osallistatte yhteiskuntavastuun strategian kehittämisessä?

**12) Kuvaile miten yrityksenne suhtautuu sidosryhmien osallistamiseen yhteiskuntavastuuseen liittyvissä asioissa**

Vastauksesi:

**OSA 3 Kuluttajien osallistaminen ja yhteiskuntavastuu**

Loput kyselystä tulee käsittelemään kuluttajien osallistamista yrityksenne yhteiskuntavastuuseen. Vaikka kuluttajat eivät olisikaan teidän yritykselle tärkeä sidosryhmä tai vaikka ette osallista kuluttajia yrityksenne yhteiskuntavastuun toimiin tai strategian kehittämiseen, on kuitenkin tärkeä saada myös teidän yrityksenne näkemys asioista.

**13) Arvioi kuluttajien osallistamiseen liittyvät väitteet\***

Valitse sopivin vaihtoehto:

	1 = Täysin eri mieltä	2 = Jokseenkin eri mieltä	3 = Ei samaa eikä eri mieltä	4 = Jokseenkin samaa mieltä	5 = Täysin samaa mieltä
Kuluttajat ovat tärkeä sidosryhmä yrityksellemme					
Kannustamme kuluttajia antamaan palautetta yhteiskuntavastuuseen liittyvästä toiminnasta					
Osallistamme kuluttajia yhteiskuntavastuuseen liittyvän toiminnan kehittämisessä					
Kannustamme kuluttajia antamaan palautetta yhteiskuntavastuun strategiasta					

Osallistamme kuluttajia yhteiskuntavastuun strategian kehittämisessä					
Kuluttajilla on tärkeitä näkemyksiä yhteiskuntavastuusta					
Kuluttajien osallistaminen yrityksemme yhteiskuntavastuun kehittämiseen on hyödyllistä					
Kuluttajien mielipiteet yrityksemme yhteiskuntavastuusta vaikuttaa päätöksentekoomme					
Kuluttajilla on suuri vaikutus siihen mitä yhteiskuntavastuun hankkeita valitsemme toteutettavaksi					
Kuluttajilla on suuri vaikutus yhteiskuntavastuun strategiamme kehittämisessä					
Kuluttajat ovat kiinnostuneita yrityksemme yhteiskuntavastuusta					
Kuluttajat haluavat vaikuttaa yrityksemme yhteiskuntavastuuseen liittyvään toimintaan					
Kuluttajat haluavat vaikuttaa yrityksemme yhteiskuntavastuun strategiaan					

#### 14) Missä yhteiskuntavastuuseen liityvissä asioissa osallistatte kuluttajia?

Vastauksesi:

#### OSA 4 Kuluttajien osallistamisen keinot



**15) Kuinka usein käytätte seuraavia keinoja osallistaaksenne kuluttajia yrityksenne yhteiskuntavastuuseen?\***

Valitse sopivin vaihtoehto:

	1 = Ei koskaan	2 = Harvoin	3 = Ei usein eikä harvoin	4 = Jonkin verran	5 = Todella usein
Uutiskirje					
Vuosiraportti					
Tiedon julkistaminen verkkosivuilla					
Tiedottaminen sosiaalisessa mediassa					
Palautteen kerääminen eri lähteistä					
Kyselytutkimus					
Päätöksentekoon osallistaminen					
Kuluttajien konsultointi					
Kuluttajista muodostuva toimikunta					

**16) Seuraavat keinot ovat hyödyllisiä kuluttajien osallistamiseksi yrityksenne yhteiskuntavastuuseen\***

Valitse sopivin vaihtoehto:

	1 = Täysin eri mieltä	2 = Jokseenkin eri mieltä	3 = Ei samaa eikä eri mieltä	4 = Jokseenkin samaa mieltä	5 = Täysin samaa mieltä
Uutiskirje					
Vuosiraportti					
Tiedon julkistaminen verkkosivuilla					
Tiedottaminen sosiaalisessa mediassa					

Palautteen kerääminen eri lähteistä					
Kyselytutkimus					
Päätöksentekoon osallistaminen					
Kuluttajien konsultointi					
Kuluttajista muodostuva toimikunta					

**17 Kuinka usein haluaisitte käyttää seuraavia keinoja kuluttajien osallistamiseen yrityksenne yhteiskuntavastuuseen nykyiseen verrattuna?\***

Valitse sopivin vaihtoehto:

	1 = Paljon harvemmin	2 = Hiukan harvemmin	3 = Saman verran	4 = Hiukan useammin	5 = Paljon useammin
Utiskirje					
Vuosiraportti					
Tiedon julkistaminen verkkosivuilla					
Tiedottaminen sosiaalisessa mediassa					
Palautteen kerääminen eri lähteistä					
Kyselytutkimus					
Päätöksentekoon osallistaminen					
Kuluttajien konsultointi					
Kuluttajista muodostuva toimikunta					

**18) Muut keinot osallistaa kuluttajia**

Millä muilla keinoin osallistatte nykyisin kuluttajia yrityksenne yhteiskuntavastuuseen?

Millä muilla keinoin haluatte jatkossa osallistaa kuluttajia yrityksenne yhteiskuntavastuuseen?

## OSA 5 Kokemukset ja ajatukset kuluttajien osallistamisesta

### 19) Jos yrityksenne on osallistanut kuluttajia yhteiskuntavastuuseen liittyvissä asioissa:

Siirry seuraavaan kysymykseen, jos yrityksenne ei ole osallistanut kuluttajia yhteiskuntavastuuseen liittyvissä asioissa.

Miksi yrityksenne on osallistanut kuluttajia?

Mitä hyötyä kuluttajien osallistamisesta on ollut?

Mitä haasteita kuluttajien osallistamisessa on ollut?

### 20) Jos yrityksenne ei ole osallistanut kuluttajia yhteiskuntavastuuseen liittyvissä asioissa:

Siirry seuraavan kysymykseen, jos yrityksenne on osallistanut kuluttajia yhteiskuntavastuuseen liittyvissä asioissa.

Miksi yrityksenne ei ole osallistanut kuluttajia?

Mitä hyötyä uskotte, että kuluttajien osallistamisesta on?

Mitä haasteita uskotte, että kuluttajien osallistamisessa on?

### 21) Kuluttajien osallistaminen jatkossa\*

Valitse sopivin vaihtoehto:

	1 = Paljon harvemmin	2 = Hiukan harvemmin	3 = Saman verran	4 = Hiukan useammin	5 = Paljon useammin
Kuinka usein haluatte jatkossa osallistaa kuluttajia yrityksenne yhteiskuntavastuuseen nykyiseen verrattuna?					

### 22) Kommentit ja lisäykset:

Vastauksesi:

Kiitos, että osallistuit kyselyyn! Kyselyn tulokset julkaistaan opinnäytetyössä.

Olivia Miettinen

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International Business Management

Ammattikorkeakoulu Arcada

## **APPENDIX 2 Survey - English**

### **CSR and Stakeholder Engagement**

Welcome to the survey about CSR and stakeholder engagement. This survey is aimed for the biggest companies in Finland according to the Talouselämä 500 report. Representatives from these companies have been invited to participate in this survey.

Please share this survey with colleagues that work with CSR and stakeholder engagement. Participation in this survey is voluntary and takes about 15-20 minutes. All answers are anonymised and handled confidentially. The results of this survey will be part of the master's thesis by Olivia Miettinen, International Business Management student at Arcada University of Applied Sciences. The master's thesis is done as an independent work and has not been commissioned by any company.

If needed, you can be in touch: [olivia.miettinen@arcada.fi](mailto:olivia.miettinen@arcada.fi)

There are 22 questions in this survey.

### **PART 1 Background and CSR at your company**

#### **1) Industry of your company\***

Choose one of the following answers

Please choose only one of the following:

- Car sales
- Electronics
- Groceries
- Energy
- Chemical and plastics
- Machines and industrial supplies
- Transportation and forwarding
- Consumer services
- Consumer products
- Metals and minings
- Forest
- Multi-industry and others

- Wood products
- Financing and investing
- Building materials
- Construction
- Telecommunication services
- Health and care services
- Health technology
- Information technology
- Wholesale
- Insurance
- Communications
- Retail
- Business services
- Oil trade

Choose the industry that best matches the industry of your company. The industries have been collected from the Talouselämä 500 report.

**2) How much of your sales is B2C sales? \***

Only numbers may be entered in these fields.

Each answer must be between 0 and 100

Please write your answer(s) here:

- Mark the percentage of sales that is B2C sales

**3) Assess the statements relating to your job\***

Please choose the appropriate response for each item:

	1 = Strongly disagree	2 = Partially disagree	3 = Neither agree or disagree	4 = Partially agree	5 = Strongly agree
CSR related tasks are an important part of my job					
I participate in decision-making when our company develops CSR related activities					

I participate in developing our company's CSR strategy					
I participate in deciding what stakeholder groups our company engages in different projects					

**4) Assess the statements relating to your company's CSR\***

Please choose the appropriate response for each item:

	1 = Strongly disagree	2 = Partially disagree	3 = Neither agree or disagree	4 = Partially agree	5 = Strongly agree
Our company has a big impact on society					
CSR is an important thing to our company					
CSR is an important part of our company's strategy					
Our company has a clear vision of what kind of social actor we are					
Our company has a separate strategy for CSR activities					
We communicate openly about our CSR strategy and activities					
We communicate openly about challenges our company has relating to CSR					

**5) Describe your company from the CSR perspective**

Please write your answer here:

**6) Describe your company's attitude towards CSR**

Please write your answer here:

**7) What are the most important factors when you plan your company's CSR strategy?**

Please write your answer here:

**8) What are the most important factors when you plan what CSR activities your company will implement?**

Please write your answer here:

**9) List the five most important stakeholder groups to your company in order of importance (1 = The most important stakeholder group, 2 = The second most important stakeholder group etc.)\***

**PART 2 Stakeholder engagement and CSR**

**10) Assess the statements about stakeholder engagement\***

Please choose the appropriate response for each item:

	1 = Strongly disagree	2 = Partially disagree	3 = Neither agree or disagree	4 = Partially agree	5 = Strongly agree
We encourage our stakeholders to give feedback about our CSR related activities					
We engage our stakeholders when developing our CSR related activity					
We encourage our stakeholders to give feedback about our CSR strategy					
We engage our stakeholders when developing our CSR strategy					

**11) List the stakeholders that you engage in following things:\***

Which stakeholders do you encourage to give feedback about your CSR related activities?

Which stakeholders do you engage when developing CSR related activities?

Which stakeholders do you encourage to give feedback about your CSR strategy?

Which stakeholders do you engage when developing your CSR strategy?

**12) Describe your company's attitude towards engaging stakeholders in CSR related things**

Please write your answer here:

**PART 3 Consumer engagement and CSR**

The rest of the survey will be about engaging consumers in your company's CSR.

Even if consumers aren't an important stakeholder to your company or even if you don't engage consumers in developing your CSR activities or strategy, it is still important to also get your company's perspective on things.

**13) Assess the statements about engaging consumers\***

Please choose the appropriate response for each item:

	1 = Strongly disagree	2 = Partially disagree	3 = Neither agree or disagree	4 = Partially agree	5 = Strongly agree
Consumers are an important stakeholder for our company					
We encourage consumers to give feedback about our CSR related activities					
We engage consumers when developing our CSR related activities					
We encourage consumers to give feedback about our CSR strategy					
We engage consumers when developing our CSR strategy					
Consumers have important views about CSR					
Engaging consumers when developing our company's CSR is beneficial					



The consumers' opinions about our company's CSR affects our decision-making					
Consumers have a big impact on what CSR projects we choose to implement					
Consumers have a big impact when we develop our CSR strategy					
Consumers are interested in our company's CSR					
Consumers want to impact our company's CSR related activities					
Consumers want to impact our company's CSR strategy					

**14) In what CSR related things do you engage consumers?**

Please write your answer here:

**PART 4 Methods to engage consumers**

15) How often do you use the following methods to engage consumers in your company's CSR?\*

Please choose the appropriate response for each item:

	1 = Never	2 = Rarely	3 = Neither often or rarely	4 = Somewhat often	5 = Very often
Newsletter					
Annual report					
Publishing information on the website					
Informing on social media					
Collecting feedback from different sources					

Survey					
Engaging in decision-making					
Consulting consumers					
Committee made up of consumers					

**16) The following methods are useful for engaging consumers in your company's CSR\***

Please choose the appropriate response for each item:

	1 = Strongly disagree	2 = Partially disagree	3 = Neither agree or disagree	4 = Partially agree	5 = Strongly agree
Newsletter					
Annual report					
Publishing information on the website					
Informing on social media					
Collecting feedback from different sources					
Survey					
Engaging in decision-making					
Consulting consumers					
Committee made up of consumers					

**17) How often would you like to use the following methods to engage consumers in your company's CSR compared to the current situation?\***

Please choose the appropriate response for each item:

	1 = A lot less	2 = Somewhat less	3 = The same	4 = Somewhat more	5 = A lot more
Newsletter					
Annual report					
Publishing information on the website					
Informing on social media					
Collecting feedback from different sources					
Survey					
Engaging in decision-making					
Consulting consumers					
Committee made up of consumers					

**18) Other methods to engage consumers**

What other methods do you currently use to engage consumers in your company's CSR?

What other methods do you want to use going forward to engage consumers in your company's CSR?

**PART 5 Experiences and thoughts about engaging consumers**

**19) If your company has engaged consumers in CSR related things:**

Move to the next question if your company has not engaged consumers in CSR related things.

Why has your company engaged consumers?

What benefits have there been in engaging consumers?

What challenges have there been in engaging consumers?

**20) If your company has not engaged consumers in CSR related things:**

Move to the next question if your company has engaged consumers in CSR related things.

Why has your company not engaged consumers?

What benefits do you think there are in engaging consumers?

What challenges do you think there are in engaging consumers?

**21) Engaging consumers going forward\***

Please choose the appropriate response for each item:

	1 = A lot less	2 = Somewhat less	3 = The same	4 = Somewhat more	5 = A lot more
How often do you want to engage consumers in your company's CSR compared to the current situation?					

**22) Comments and additions:**

Please write your answer here:

Thank you for participating in the survey! The results of the survey will be published in the master's thesis.

Olivia Miettinen

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## **APPENDIX 3 Interviews - Guide**

### **PART 1 - Background**

- Ask the interviewee to describe their company, their customer groups and their stakeholder groups
- Ask the interviewee to describe their own job. How does CSR relate to their job? How does stakeholder engagement relate to their job?

### **PART 2 - CSR character**

- What does CSR mean to the company? How does CSR show up in the company?
- How does the company communicate about CSR? How does the company react to feedback and critic they receive regarding CSR?
- How does the company decide what CSR related activities to execute? What are the reasons the company executes different CSR related activities?
- How much do external factors affect the company's CSR?

### **PART 3 - Consumer engagement in CSR**

- Which stakeholder groups does the company engage in CSR?
- How does the company view engaging consumers in CSR?
- In what kind of CSR related things does the company engage consumers?
- Does the company feel that consumers are interested in the company's CSR?
- How does the company engage consumers in CSR? How does the company choose how to engage consumers?
- How much do consumers impact the company's CSR?
- Ask the interviewee to describe the benefits and challenges there are engaging consumers in CSR
- Ask the interviewee to describe what possibilities and challenges they see for engaging consumers in the future

## APPENDIX 4 Interviews - Table of codes

	CSR character	Current ways of engagement	Benefits	Challenges	Possibilities
Interview 1	<p>Aim to be most responsible</p> <p>Advocate for humane market economy</p> <p>Sustainability taken into account in everything</p> <p>We need to develop and report on CSR</p> <p>How can we support companies we own in achieving goals</p> <p>Portion of profit given to charity</p> <p>Trying to change societal problems</p> <p>Would like to be able to tell about impact more</p> <p>Transparency</p>	<p>Members voted what charity to support</p> <p>Initiatives by members</p> <p>Endorsing initiatives</p> <p>Information on website</p> <p>CSR report</p> <p>Cooperative election</p> <p>Surveys</p> <p>Feedback form</p>	<p>Assurance for decisions</p> <p>Feedback</p> <p>Information about what is important</p> <p>What changes are wanted</p>	<p>Even if there is a lot of information on website not a lot of people read it, communication should also be in other channels to reach consumers</p> <p>Not a lot of endorsements on initiatives</p> <p>Tech brings challenges</p> <p>More communication is needed</p> <p>Interest needs to be earned</p> <p>Elections slow tempo</p>	
Interview 2	<p>Old branded CSR program</p> <p>Now a more substantial CSR program</p> <p>Everyone at company has impact</p> <p>Projects and goals</p> <p>Answer if asked directly</p> <p>Open about production</p> <p>Want to better ourselves all the time</p> <p>Dialogue even if not in agreement</p> <p>CSR program built based on stakeholders</p> <p>Want to be a forerunner and is a forerunner in measurements</p> <p>CSR relates to all areas of business</p>	<p>Materiality assessment</p> <p>Surveys</p> <p>Collecting data</p> <p>Communicating a lot through social media</p> <p>Direct contact through social media</p> <p>Aim to communicate about projects relating to CSR</p> <p>Stakeholder analysis</p> <p>Letting consumers know more about and see production</p> <p>CSR report</p>	<p>Knowing what is important to consumers</p> <p>Knowing important themes for consumers</p> <p>Easy to find from data what is essential for company</p> <p>Ideas for how to communicate</p>	<p>Stakeholders have different expectations that before</p> <p>Difficult for consumers to know what CSR really is</p> <p>Consumers can focus on single things, but perceiving the whole is difficult</p> <p>Communication about CSR is not simple</p> <p>Not a lot of consumers that actively follow CSR and want to be actively involved</p> <p>Not much spontaneous feedback about CSR</p>	<p>Adding more information on e.g. packaging</p> <p>Communicating more comprehensively</p>

	CSR character	Current ways of engagement	Benefits	Challenges	Possibilities
Interview 3	<p>Measure impact</p> <p>Internally important entity</p> <p>Forerunner</p> <p>Business advantage</p> <p>Responsibility program</p> <p>Performance indicators</p> <p>Transparency</p> <p>Collaboration with companies</p> <p>Consumers like to give feedback</p> <p>Communicate intent about CSR to others</p> <p>Big impact through the whole chain</p> <p>Finland in general high level in CSR</p> <p>Finnish companies do good work and make each other better</p> <p>Competition makes better</p>	<p>Communication in company channels</p> <p>Information on product packaging</p> <p>Open dialogue &amp; transparency in communication</p> <p>Making things easy to understand for consumers</p> <p>Feedback from consumers</p> <p>Panel that answers surveys</p> <p>Purchase data</p> <p>Indirectly information about consumers from representative body</p> <p>Consumer wishes for what kind of products</p>	<p>Data: Changes in consumption</p> <p>What do consumers wish for</p> <p>What direction should we head into</p>	<p>Increasing diversity in consumer needs</p> <p>Regional differences need to be taken into account in what works</p> <p>How can we get consumers to participate</p> <p>Ways of engagement are still quite traditional, at the beginning of progress</p>	<p>Developing functions relating to consumers following their purchases</p> <p>Recognising different needs better</p> <p>Consumer diversity will create new models to operate</p>
Interview 4	<p>Stakeholders integral</p> <p>We bring in CSR program things that worry consumers</p> <p>Need to be responsible so can be a good workplace</p> <p>There is critic that doesn't lead to change and critic you can learn from</p> <p>Need to understand surrounding world and how we affect it</p> <p>Hope to differentiate from competition</p>	<p>Consumer research</p> <p>Materiality analysis</p> <p>Survey</p> <p>CSR report</p> <p>Communicating about things we do</p> <p>Hoping for feedback</p>	<p>We can change way to do things based on consumer research</p> <p>How do consumers see different situations</p> <p>How well can consumers utilise different services</p>	<p>Can't be required that consumers understand complexity of CSR</p> <p>How can consumer views be used and still keep it on level that is understandable</p> <p>New generation will put a lot of requirements</p> <p>Systematic way to get views from new generation needed</p>	<p>Consumer views can be utilised in thematic things</p> <p>Consumer engagement to find differentiating factors</p> <p>More courage to challenge and engage consumers</p>
Interview 5	<p>Pillars that CSR activities are built on</p> <p>CSR mission</p> <p>Customers important in CSR, how they view company</p> <p>Developing society to be better</p> <p>CSR in the core of business</p> <p>Feedback taken seriously, customer satisfaction important</p> <p>Far along in CSR</p> <p>Setting the standard for others</p>	<p>Materiality analysis</p> <p>Models for collaboration</p> <p>Surveys</p> <p>Panel where also CSR related things are followed</p> <p>Providing information</p> <p>Interviews</p> <p>Social indicator survey</p> <p>Newsletter</p> <p>Social media communications</p> <p>Webinars</p> <p>Feedback</p> <p>Dialogue</p> <p>CSR report</p>	<p>Getting consumer view of what's important</p> <p>Getting information about carbon footprint effect</p> <p>What should company put energy on</p>	<p>Consumers also need to take action in day-to-day</p> <p>Consumer awareness required</p> <p>Facts need to be trusted</p>	<p>CSR is collaboration</p>

	CSR character	Current ways of engagement	Benefits	Challenges	Possibilities
Interview 6	<p>Whole society important</p> <p>CSR program</p> <p>Know well what is expected in CSR</p> <p>Employee expectations important</p> <p>Getting better at listening to consumers</p> <p>Building wellbeing</p> <p>Thinking of repercussions of actions</p> <p>Want to exceed expectations</p> <p>Making it possible for customers to develop their CSR activities</p> <p>Taking feedback seriously, but will be true to own principles</p> <p>Responsible ways of operating save cost</p> <p>Responsible ways of operating are smart</p>	<p>Materiality analysis</p> <p>Constant monitoring what's important</p> <p>Feedback</p> <p>Surveys</p> <p>Listening to consumers in decision-making</p> <p>Deciding what charity to support</p>	<p>Confirmation that on right track</p> <p>Want to make sure that company matches customers</p> <p>Increase in loyalty and satisfaction</p>	<p>Constantly following what is level of expectations</p> <p>Always need to up the ante</p> <p>Some things may be more challenging because of structure</p> <p>May be difficult for individual consumer to engage and understand possibilities</p> <p>Difficult to know what everything can be engaged in</p> <p>Topics need to be simplified by company first</p> <p>Distinguishing opinion of few individuals and bigger group</p>	<p>Want to be able to engage more in CSR</p> <p>Technology</p> <p>Ways of engagement develop all the time</p>
Interview 7	<p>Customers important in CSR</p> <p>Everyday actions</p> <p>CSR part of company DNA</p> <p>Long-term</p> <p>CSR integrated in everything</p> <p>Image as responsible employer important</p> <p>Making sure partners also responsible</p> <p>Guidelines and procedures showing concretely</p> <p>Transparent and comprehensive communication</p> <p>CSR priorities</p> <p>Regulation on driver for development</p>	<p>Stakeholder survey</p> <p>CSR report</p> <p>Providing information</p> <p>Feedback</p> <p>Panel</p> <p>Surveys</p> <p>Engagement through app</p>	<p>Engagement impacted CSR priorities</p> <p>Actions correspond to what is wanted</p> <p>Information of what is important</p>	<p>Lack of time to engage in everything that would like to</p> <p>There are many wishes, not everything can be tackled</p> <p>Many things to do</p>	<p>Virtual platforms and events</p> <p>Would like to develop dialogue further</p> <p>Including in development of product/service from CSR point-of-view</p> <p>Finding out what certificates have value and impact decision-making</p>



	CSR character	Current ways of engagement	Benefits	Challenges	Possibilities
Interview 8	<p>Responsibility important part of brand</p> <p>CSR standard is moving all the time, there are always new things to develop</p> <p>CSR is a value</p> <p>Task is to ensure industry is responsible in Finland</p> <p>We impact Finland's carbon neutral goal</p> <p>CSR strategy</p> <p>How to stand out</p> <p>How are we relevant for consumers</p> <p>Educating consumers</p> <p>Asked companies to review</p>	<p>Consumer cooperation</p> <p>Consumer research</p> <p>In development channel for external notification</p> <p>Dialogue in social media</p> <p>A lot of information online</p> <p>A lot of feedback from consumers</p>	<p>Improved information</p> <p>Understanding consumer behaviour</p>	<p>Gathering people around the same topic</p>	<p>Consumers want to cooperate with us more and more</p> <p>Cooperation is important, you don't do CSR alone</p> <p>Ethnographic research</p> <p>Meeting consumers face-to-face</p> <p>Want to develop further how to engage consumers</p> <p>Getting more together to solve problems</p>