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**Sustainable Business Practices and Social Media:
When Sustainable Social Media Campaigns Change
Corporate Business Practice**

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Sustainable Business Practices and Social Media: When Sustainable Social Media Campaigns Change Corporate Business Practice

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Abstract: Social media has provided a new marketing environment by turning the power of communication from corporations towards stakeholders and has made information more accessible and easier to spread than before. This is utilized by NGOs where they increasingly use social media in order to force corporations into sustainable business practices. Previous research has not addressed when these advocacy campaigns induce change in corporate business practice. Therefore, the aim of this article is twofold: (1) to describe the sequence of events occurring in a sustainable social media campaign, and (2) to develop an analytical model for corporate change, mediated through brand identity and brand reputation, induced by a sustainable social media campaign. The analysis and the findings are drawn from an exploratory qualitative case study, conducted through interviews and electronic research around LEGO's terminated relationship with Shell due to online pressure from the NGO Greenpeace. The findings revealed four stages in the campaign period, and a framework for corporate change is provided. This includes an analytical model containing four components; R-I gap, duration, continuation, and spread, that induces a change in corporate business practice. Hence, it is a framework contributory for advocacy in order to govern corporations towards sustainable business practices.

Keywords: social media, sustainable business practice, brand identity, brand reputation, point for corporate change

Introduction

This article focuses on when a sustainable social media campaign induces change in corporate business practice. Kotler (2011) addresses that the future holds a new marketing environment with sustainable development and social media, amongst others, as two strong trends in society that are likely to affect both business practices and the way society is constructed. Due to the increased power and influence of these two trends, it is important for the academic field, and for practitioners, to understand the relationship between sustainable development, social media, and different stakeholders, as well as what opportunities and threats these may fuel for corporations.

In contemporary society, social media has made information of corporations' and their products' sustainable performance more available and transparent than before (Gupta, 2010; Valenzuela, 2013). This media has

penetrated society in a rapid pace making a significant part of the power of the voice of communication to lie outside of the corporation's control (Champoux et al. 2012). The largest, to date, social media platform Facebook had 1.545 billion active users as of Q3 2015 (Statista, 2016) reaching 21.2 % of the world's population of 7.3 billion people (United Nations, 2015) and 51.8 % of the world's 2.982 billion Internet users (Euromonitor, 2016). Because of the vast reach, corporations that misjudge the power of, and how to utilize, social media, along with sustainable development, run a larger risk than ever before of becoming exposed by non governmental organizations (NGOs), employee whistleblowers and watchdog consumers (Kotler, 2011).

As contemporary society has become highly influenced by the use of social media, it has come to have great effects on how individuals

construct their lives and the societies around them (Champoux et al. 2012; Hilsen & Helvik, 2012; Bruns, 2015; Kimmerle et al. 2015). Individuals believe they contribute to the sustainability agenda by engaging in a corporation and its corporate business practices through collective action online (Champoux et al. 2012). Thus, it is important to acknowledge advocacy campaigns that drive public support for a topic, along with online pressure, as they may cause harm to a corporation's brand and reputation (ibid; Floreddu et al. 2014; Veil et al. 2015). The increasing pressure upon corporations in concern of their business practices and their sustainable conduct can be exemplified. The food and beverage company Nestlé experienced such pressure from the secondary stakeholder Greenpeace, in concern of their palm oil supplier who was illegally deforesting the rainforests in Indonesia (Champoux et al. 2012). The attack occurred online and through social media, where supporters of the campaign were encouraged to raise voice and speak out on Nestlé's social media platforms and to assume a modified Nestlé KitKat logotype onto their social media profile pictures (ibid). Hence, Greenpeace urged action to distort the Nestlé KitKat brand in order to create a mismatch between the brand's reputation and its identity.

A gap between a corporation's brand identity and brand reputation, thus, has, in previous research, been acknowledged as an indicator for brand related change (De Chernatony, 1999). This is because an aligned brand identity and brand reputation, both internally and externally, are contributory in building strong brand equity (Keller, 2013). Hence, it has been previously acknowledged that it is of importance to manage these two valuable brand components, where risk assessment of a corporation's business practices, and the effects and the attention these can have, is an important part (Gremlich & Finster, 2013). Further, previous research on social media and sustainability, as well as advocacy campaigns, has focused on the perspective of the stakeholder and how to best utilize social media to drive change in corporate business practice (Aaker et al. 2010; Obar et al.

2012; Valenzuela, 2013; Auger, 2013; Guo & Saxton, 2014). However, there is no comprehensive understanding of when this change occurs. To attain effects towards sustainable business practices, it is important to gain an understanding when they become subject to change. In a brand perspective, corporate change may regard a variety of actions. Not least depending on the corporation *per se*, but also depending on the advocacy. In this article, corporate change is defined as a change in business practice, which is brand related and is in terms of sustainable conduct. Despite the interest for social media and sustainable development in previous research, there is a lack of research of *when* sustainable social media campaigns induces corporate change in business practices and behaviour. This article is therefore guided by the following research question: *When does a sustainable social media campaign induce change in corporate business practice?*

Due to the absence of previous research, our study takes an exploratory approach and applies a qualitative case study design. The aim of this article is twofold: (1) to describe the sequence of events occurring in a sustainable social media campaign, and (2) to develop an analytical model for corporate change, mediated through brand identity and brand reputation, induced by a sustainable social media campaign. We draw on a case of the toy corporation the LEGO Group (hereinafter LEGO), and the partnership between them and the oil corporation Royal Dutch Shell (hereinafter Shell). LEGO was subject for an advocacy campaign in social media by the NGO Greenpeace for the partnership with Shell; a corporation with plans to drill in the Arctic. The sustainable social media campaign induced a termination of the multi-million dollar relationship between the two corporations (Trangbæk, 2014a; YouTube, 2014a).

This article contributes to the academic field of sustainable marketing, by providing an empirical description and timeline of the sequence of events of a sustainable social media campaign. Further, an analytical framework for

brand identity and brand reputation mediated corporate change is provided, and reveals an intersection of four components under which corporate change occurs. Thus, the findings of this article provides an understanding of when a sustainable social media campaign induces change in corporate business practice, and thereby extends previous research on social media along with sustainable development.

Theoretical Framework

In order to attain an understanding of when sustainable social media campaigns induce change in corporate business practice, it is important to first describe existing theories. We draw upon theories on sustainable development and stakeholder perspectives, followed by brand equity, brand identity, brand reputation and brand related risk, along with advocacy campaigns in social media as well as communication and trust. These theories result in a conceptual model for corporate change, ending the theoretical framework.

Sustainable Development and Stakeholder Perspectives

The Brundtland Report defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations, 1987: p. 40). In an environment where most of the world’s resources are in decline, sustainable development and sustainable business practices seems to be far away. Yet, corporations are working on being seen as sustainable. The reasons behind are many, but McKinsey found that a top reason, mentioned by managers for addressing sustainability, is brand reputation. This, since it is found that investors, consumers and suppliers are ever more aware of sustainability (Bonini, 2012 in Reilly & Hynan, 2014).

Deardorff (2010) examined the communication of more than 2,200 companies and over 98 % contained some kind of greenwashing. Greenwashing is described as an accusation of an organization supposedly presenting a misleading message of being green (Seele &

Gatti, 2015). The vague meaning of being green and what the concept entails, gives a corporation room in the claim of being green, in order to appear as sustainable in the eyes of the consumer. In this context, it is important to understand the playing field corporations are part of and how it affects their business decisions. Polonsky & Jevons (2009) explains that corporations have different stakeholders to consider when making decisions about business practices. Due to stakeholders’ contradicting demands, primary stakeholders tend to get their will through. In essence, shareholders who seek to maximize ROI (ibid), leaving secondary stakeholders such as communities, and consumer groups struggling to be heard (Jurgens et al. 2016). In this sense, corporations may incorporate sustainability and green claims to address secondary stakeholders without actual sustainable performance that holds water.

Brand Equity, Brand Identity, Brand Reputation and Brand Related Risk

M’zungu et al. (2010) argue that the increasing complexity within the business environment have made intangible assets essential for corporations. Brands are especially important to acknowledge in terms of their equity (ibid), because of the advantages it brings in terms of loyalty and less exposure from media and marketing crises (Keller, 2001; Keller, 2013). Brand equity is described as the differential effects that come from a product being branded compared to a similar, un-branded, product (Keller, 2013). Keller (2013) further elaborates on the concept of brand equity with customer-based brand equity and defines it as “... the differential effect that brand knowledge has on consumer response to the marketing of that brand.” (Keller, 2013, p. 69).

In the creation of brand equity, brand identity stands as a foundation (Keller, 2013) and De Chernatony (1999) suggests that strong brands result from a homogenous brand identity. It is key to align the different components of brand identity such as values of employees, marketing communication and product development (ibid). Since, brand identity is concerned with how marketers and employees make a brand unique,

identity lies in the hands of the corporation. In order to create a coherent and strong identity, it is important to align both internal and external components, such as salient product features with the culture of the company (Kapferer, 2008). In addition, both internal and external marketing communications is vital in creating and maintaining a brand identity (Keller, 2013).

It is explained that brand identity function as a predecessor of, and a foundation for, brand image (Burmam et al. 2009). According to De Chernatony (1999), when a gap between brand image and brand identity becomes evident, it could be an indicator for the need of change. When assessing this gap, De Chernatony (1999) explains that it is advantageous to include reputation, rather than image, as it reflects not only perceptions of customers, but several different stakeholders, whom can have conflicting views due to their different touch points with the corporation. Whereas image reflects short-term, dynamic perceptions of consumers, reputation reflects manifold images over a period of time making it a more solid and stable notion (Harris & De Chernatony, 2001). Consequently, a coherent identity that is communicated both internally and externally in order to align reputation with identity provides means for developing strong customer-based brand equity (Keller, 2013). Brand reputation is therefore a top priority for organizations, where for example Schwab's (2012) study concluded that reputation stands for 25% of a corporation's market value. In addition, 87% of 300 surveyed CEOs reported reputational risk as more important than other strategic risks (Deloitte, 2014).

Roper (2011) argues that we are witnessing an increasingly risk-averse society where short-term, economically driven fixes are no longer viable and that organizations that do not adjust their practices in accordance with the precepts of ecological modernization will lose long-term. Previous studies have found two main patterns explaining the causal relationship between sustainability and risk in a corporate context (Gramlich & Finster, 2013). The first is a more passive pattern where efforts towards

sustainability is taken in order to preserve value, whereas the second active pattern contains taking action to achieve high ecological and social standards within the firm in order to mitigate risk and create equity (ibid). For firms, sustainability efforts require resources. Thus, there is a trade-off between adding costs in the present to mitigate risk and adding efforts into sustainability practices and hence lose financial strength short-term (ibid).

Advocacy Campaigns in Social Media

According to Mills (2012), social media has not only changed the way in which corporations and their brands communicate with their stakeholders, but has also changed the way in which business is operated. Indeed, stakeholders can produce a message about an organization without its involvement where especially passive corporations towards sustainability runs the risk of becoming subject for this type of online advocacy communication. Hence, full control over the message of oneself, as a corporation, is no longer a possibility (ibid). This has led to a shift in the power of marketing communication, turning from corporations to consumers (ARF, 2012). Communication on social media enables an affordable spread and is difficult to control for corporations. Hence, the power of the voice of communication lies in favour for stakeholders (Mills, 2012).

Kaplan and Haenlein (2010) mean that web 2.0 and user-generated content are two important notions contributory in defining social media, and suggest that "Social media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content." (p. 61). There is a plethora of different social media channels available, offering opportunity for connection, interaction and relationships, individuals and corporations between (Hanna et al. 2011; Kietzmann et al. 2011). It is characterized by its sociality, meaning that it is defined by the feature of functioning on the basis of many-to-many communication rather than operating on the basis of a limited number of actors (Mills, 2012; Bruns, 2015).

Social media is providing significant change in terms of educating the general public and other stakeholders, since it enables anyone to inform a larger population, and feed them with both information and facts about e.g. corporations and their operations (Jurgens et al. 2016). NGOs leverage the benefit of reaching many (ibid), as well as the possibility of adjusting the message continuously according to dynamic circumstances (Özdemir, 2012). This is important for all forms of advocacy, where advocacy is described as a way of driving public support for a topic. It is an act of representing the masses in a specific issue and convey this to relevant audiences in order to influence and affect these, based on a specific position (ibid). Advocacy campaigns usually addresses topics with relation to human rights, peace, the environment, corporate responsibility, and regulations of multinational corporations (ibid). According to Den Hond & De Bakker (2007), corporate activities have come to enter public debate, and pressures from activist groups have become more evident. Indeed, it is argued that such pressure is likely to continue to increase as issues involving the environment, consumer protection, and human rights are responsibilities transferred more to corporations from governmental institutions (Matten & Crane, 2005).

Communication and Trust in Social Media

Advocacy campaigns changed and adapted to the new type of communication environment that came with web 2.0 and social media (Özdemir, 2012). Hence, they acknowledged the features of interaction and participation (ibid). A framework of how to utilize social media and the communication within a brand context, in order to mobilize collective action to drive change, was developed by Aaker et al. (2010), called the Dragonfly Effect. It consists of four steps – *focus*, *grab attention*, *engage* and *take action* – towards inducing change through social media (ibid; Özdemir, 2012). These four are to function as a roadmap of how to achieve advocacy ideas and turn them into action, in strive for making a social and/or environmental difference (Aaker et al. 2010). The framework firstly describes that a strong focus is needed to

drive collective action, hence it should be both measurable and specific (ibid). Secondly, the message for mobilizing individuals should grab attention, which is attained through a personal, unexpected or emotional message. Thirdly, engagement needs to be created, where individuals are connected through empathy or authenticity. Lastly, for collective action to be organized, individuals ought to be empowered to act upon instructions. As such, the framework refers to providing clear steps to urge individuals to become engaged, with the purpose of realizing change (ibid).

For communication to be persuasive, Li and Miniard (2006) argue that content is not enough because it also needs to come from a trustworthy source. It is issued that trustworthiness and persuasion goes hand in hand, where more reliable sources are more persuasive (ibid). Cho et al. (2014) issue that the interactive environment of media has given consumers more authority to control when and how they are subject to messages. Consumers can choose when and how they want to be exposed to certain messages as well as when and in what way they want to voice information.

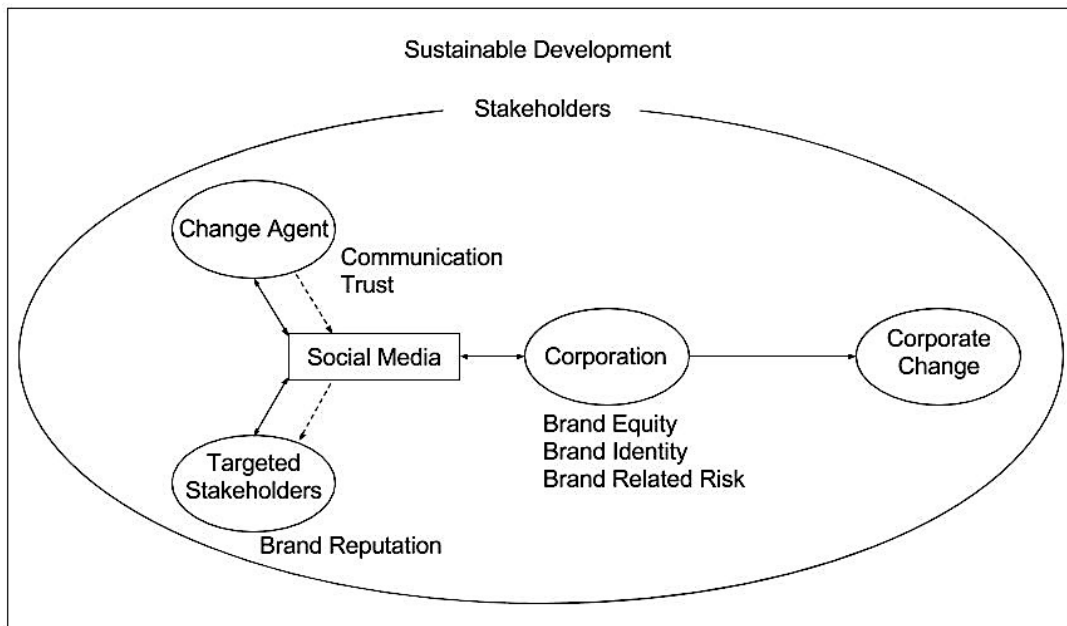
Li and Miniard (2006) reveal that prior experience and familiarity with a source is a main presumption for trust. The study of Cho et al. (2014) revealed that trust in the relationship between a sender and a recipient can result in a higher interest for the actual content in a message, meaning that the relational trust influences the likelihood for the message to be forwarded and thereby reach higher awareness. Consequently, influence becomes stronger when the trust is relational, such as emotional ties between family and friends, compared to when it is calculative, in essence, trust stemming from an organization's reputation (Cho et al. 2014). Indeed, there is a difference between trust founded in an interpersonal relationship and trust founded in a brand, which advocacy campaigns benefit from by using social media in spreading their messages with the help from activists.

Conceptual Model for Corporate Change

The conceptual model is built up as follows, within the context of sustainable development, research reveals that different stakeholders have varying objectives and often contradicting demands which both directly and indirectly

affect and influence corporations (Jurgens et al. 2016). In *fig. 1*, these stakeholders function as a clutter that a change agent, an initiator of a sustainable social media campaign, needs to break through in order to impose the concerned corporation to change its business practice.

Fig. 1. Conceptual Model for Corporate Change



How advocacy campaign messages are designed and communicated is important for reaching engagement. The Dragonfly Effect is a framework for developing effective communication by providing useful stages in realizing social and environmental change (Aaker et al. 2010). In addition, the trust held by targeted stakeholders for the change agent is a determining factor for its potential virality and spread. The more trustworthy a change agent is and how well the message is framed and designed, the more likely it is that the targeted stakeholders embraces the message communicated via social media and act upon it (Li & Miniard, 2006; Aaker et al. 2010). If well executed, this, in turn, enables a message to spread virally and the attacked corporation's brand reputation runs the risk of becoming distorted from its identity. The targeted corporation is able to witness, both the attack and the viral spread, but will face difficulty in trying to manage and control it (ARF, 2012; Mills, 2012; Champoux et al. 2012), due to the

inherent many-to-many communication that social media enables (Mills, 2012). Instead, the corporation should partake in the discussion and do a risk judgement of potential damage and economic effects, such as a decline in customer-based brand equity (Roper, 2011; Gramlich & Finster, 2013; Keller, 2013). If the sustainable social media campaign is believed to have severe consequences, the corporation will change its business practices in order to mitigate the damage.

Methodology

Case Selection and Characterization

This article was guided by an exploratory, qualitative approach with the aim of (1) describing the sequence of events occurring in a sustainable social media campaign, and (2) to develop an analytical model for when corporate change in business practice is induced by a sustainable social media campaign. Exploratory research is a rich way of understanding what is

occurring, to search for new insights as well as placing a phenomenon in a new perspective (Saunders et al. 2009). As the aim was to gain insights and an understanding of when a sustainable social media campaign induces change in business practice, where previous research was lacking an understanding of when change occur, an exploratory research was well suited.

The qualitative approach was chosen, as it provides the ability of obtaining an in-depth understanding of a phenomenon, and to explore new and complex issues, such as processes and behaviour (Hennink et al. 2011), which was needed in order to develop an analytical model. Further, the methodology of choice was to conduct a case study, since it entails a deep and detailed analysis of a particular case (Bryman & Bell, 2011; Yin, 2014). The case study design provided means for tracing events and the ability of collecting data in different forms, along with the ability of investigating a contemporary phenomenon in its real world context (Yin, 2014). In addition, case studies provide the ability of using a variety of data collection methods (ibid), which was important both in creating a comprehensive understanding of the case and for the triangulation of the data collection in order to reduce bias.

This article draw upon a case of LEGO, and how they were used in a sustainable social media campaign with the aim of ending their collaboration with Shell, due to the latter's ambition to drill for oil in the Arctic (Greenpeace, 2014a). This case was used in order to empirically describe the course of events occurring in a sustainable social media campaign, and to develop an analytical model for corporate change, in order to gain an understanding of *when* sustainable social media campaigns induces corporate change in business practice.

Eriksson and Kovalainen (2008) addresses that a case ought to be unusual, unique or of general interest for it to be a suitable subject for a case study. In regards, this particular case was chosen because of the following reasons;

Firstly, the campaign was successful in ending the collaboration between LEGO and Shell (Greenpeace, 2014b) and hence it was possible to study when the actual change occurred. Secondly, the campaign used both offline activities and social media intertwined (Greenpeace, 2014c). Since social media is consumed within the context of our daily lives, it is too nuanced to view it as a separate item. Instead, its full potential is realized when it is set within the context of the physical world, something this campaign drew from. Thirdly, Greenpeace was open to share their insight of why the campaign was successful (Lesanner, 2016), which enabled a deeper understanding of the different aspects of the campaign that was not always visible from the outside, but determined the outcome. Lastly, the campaign took place in the year of 2014 (Greenpeace, 2014b) and was therefore a rather recent happening, which was considered to be an important aspect due to social medias fast development and constant change in usage in contemporary society. Consequently, the case had elements of being both unique and of general interest as it was successful in ending the collaboration, used social media and offline activities intertwined and addresses subjects that are relevant for, and will have effects, for today's marketing environment.

Data Collection and Data Analysis

The data collection was carried out in different stages. Initially, both LEGO and Greenpeace were contacted in order for both parties to give their perspectives on the campaign. LEGO decided to decline participation, however Greenpeace Denmark accepted. This was important for the study, not least, as they were the responsible change agent that drove the campaign but also, as it was important to gain insights into the strategic framing and design, as well as involved activities. Yin (2014) explains that mapping a process over time, specific indicators, time intervals, and presumed temporal relationships should be identified before the collection of data begins. This is done to enhance the likeliness of collecting relevant data and to do a proper analysis with minimal bias. Therefore, after a confirmed

interview with a representative for Greenpeace Denmark, the collection began with an overall mapping of the campaign via the Internet and social media. Hence, in order to obtain an initial understanding and overview of the campaign and its course of events, the Internet was searched broadly using the search engine Google (Appendix A). Along with this, Greenpeace International's website and Facebook were viewed, with the aim of understanding what had happened in the campaign period.

The data from the overall mapping collected from the Internet and social media, along with previous research, and the conceptual model, functioned as a foundation for the interview and the interview guide (Appendix B). Main topics for the interview were emailed to the Greenpeace representative, and thereafter a semi-structured, in-depth interview was carried out at Greenpeace Denmark's office in Copenhagen. An in-depth interview is a means for discussing certain topics in depth, and may be described as a conversation with a specific purpose (Hennink et al. 2011). The interview was conducted in order to gain insights on an individual basis, and to gain an understanding of how Greenpeace strategically worked with the course of events in the campaign. The interview, being semi-structured, applied the interview guide as guidance in the conversation so that all subjects necessary to address were covered. Thus, the interview guide and its questions were not followed scrupulously. The interview began with a broad question of the course of events of the campaign, to open up for a descriptive dialogue. The researchers then took a pending role, listening to the interviewee and kept the conversation going with questions following up on what was said and described. The interview was recorded with informed consent, lasted 71 minutes, and was thereafter transcribed, where the transcription was made with accurate reproduction of the conversation. Beyond this, a secondary source interview (Møhring Reestorff, 2015) was used for the empirical material.

Both interviews were coded in NViVO, and followed the technique of open coding. Hence,

according to Eriksson and Kovalainen (2008), open coding refer to a means for breaking down the data and is an early analysis of what is occurring in the data set. Open coding often results in many, and in a high variety of, labels and codes (ibid). This was also the case for this study, however the coding was highly focused on framing the activities *per se* and the campaign's overall framing and strategy. With the many codes and labels, it was beneficial for the study to code the data from the interviews as it provided an initial understanding of the data, the campaign, and its sequence of events.

In addition to the interview data, internal data was provided to the study by Greenpeace Denmark concerning the campaign's viral presence and spread. However, as the data was internal and confidential it was not used as empirical material but rather as a foundation for further data collection and a comprehensive understanding of the campaign events. Due to the confidentiality of the data provided, the study conducted electronic research. Electronic research is described as research carried out in an online environment, and "rely on communication that is mediated through computers, and other new technology, such as mobile phones" (Eriksson & Kovalainen, 2008, p. 97). There are three categories of electronic research, and this study has focused on existing electronic materials, in essence, materials that were not produced for the purpose of this study. According to Eriksson and Kovalainen (2008), the challenge with already existing materials is the quality and the relevance of it, rather than lack of material. This challenge was handled by initially knowing what materials that were of interest, hence the data gathered electronically, as well as over Internet and social media, emanated from the interview data, the internal data provided by Greenpeace and a list of events in the campaign listed on Greenpeace International's website (Greenpeace, 2014c). All the data that was collected on the Internet and on social media was gathered with regard to the time period in which the campaign took place, more precisely between the 1st of July 2014 and the 9th of October 2014 (Lesanner, 2016), with the exception of the few activities

that occurred prior to the launch and were taken in consideration to the data collection.

The data collection carried out on the Internet and social media, focused on deriving the course of events of the campaign in order to understand when the sustainable social media campaign induced change. Firstly, each event listed on Greenpeace International's website (Greenpeace, 2014c) were observed over Greenpeace's national Facebook pages for each country where the events had taken place (Appendix A) to understand how Greenpeace used and interwove social media. Secondly, according to Lesanner (2016), Facebook and Twitter were the two platforms that drove the most traffic to the petition website, why Greenpeace International's Twitter account also was observed. Thirdly, YouTube was examined, as it was the social media platform used to spread Greenpeace's most viral video thus far made (ibid).

In order to understand when corporate change occur and the conditions under which it is achieved, complex time-series analysis was the analysis of choice. According to Yin (2014), complex time-series are suitable when multiple variables are relevant and the different variables are likely to have different patterns over time. In addition, it is an analysis enabling focus and tracing of events over time (Eriksson & Kovalainen, 2008; Yin, 2014). Hence, the data was analysed and structured chronologically based on the campaign's course of events in order to sort out its different phases and activities that had an influence on the outcome. The time-series analysis resulted in a timeline (Appendix C), which was compared to Google trends (Appendix D) and the coded interviews. During the analysis of the time-series, and during the comparison, four recurring themes were evident in realizing corporate change. These enabled a comprehensive depiction that when compared to our conceptual model resulted in an analytical model for corporate change revealing these four as conditions under which it occurs.

The four components revealed as important conditions for corporate change to occur, cannot be determined as mutually exclusive as LEGO declined participation and thus their perspective has not been reflected. However, the exploratory approach of this article, with the aim of describing the sequence of events in sustainable social media campaigns and providing an analytical model describing corporate change, was still well achieved. Hence, the analytical model developed, with the components for corporate change, manages to fill the gap that was evident in previous research, although, as it is an exploratory study, the model needs further testing and verification.

Findings

The following section will first describe the background and a brief overview of the campaign. Four stages in the campaign period are then outlined and divided into; (1) The Launch, (2) LEGO: Everything is NOT awesome, (3) Phase 2, and (4) End of the campaign. This responds to the first aim of this article, to empirically describe the sequence of events in a sustainable social media campaign. Secondly, to respond to the second aim of this article, a framework for corporate change is provided. This includes an analytical model containing four components that comprises a corporate change in business practice. The model is developed to gain an understanding of when sustainable social media campaigns induces corporate change and hence answers to our research question.

Background of the Campaign

Kotler's (2011) prediction of a future entailing a new marketing environment with sustainable development and social media as two centre pieces is becoming part of our daily lives. The environmental NGO Greenpeace focuses on subjects in concurrence with these trends and are at present running a global campaign called Save the Arctic with the mission to protect the area from oil drilling and overfishing (Greenpeace, 2012). Such a problem came to be the subject of a campaign targeted at the collaboration between LEGO and Shell, namely oil exploration and extraction. Greenpeace had

an opportunity of addressing a highly relevant topic, since corporate activities had become a centre of attention of public debate (Den Hond & De Bakker, 2007). The debate placed higher responsibility on corporations for sustainability, something that had previously been seen as a governmental matter (Matten & Crane, 2005).

LEGO, with its focus on children's development and creativity, as well as its sustainable conduct (LEGO, 2016), was a suitable partner for Shell in their strive to build social license to operate in the Arctic. The collaboration between LEGO and Shell, where Ferrari was a third party, was worth US 116 million dollars in PR value alone (YouTube, 2014a). The collaboration was beneficial for Shell because of the brand reputation that the LEGO brand inherently has on a worldwide basis. In 2014 LEGO was, for example, ranked as number nine of the world's most reputable companies (Adams, 2014). By being connected to LEGO, Shell gained acceptance not least by corporate actors, but more importantly by the general public. Shell was seeking to have LEGO's values reflected onto them due to the collaboration. Thus, resulting in an acceptance for Shell to drill in the Arctic, as it compensates the action via the trust from, amongst others, LEGO. Hence, misleading the public to believe their actions are less environmentally impactful than they actually are, which according to Seele and Gatti (2015) is greenwashing.

Greenpeace's aim was to eliminate "the goodwill on which an international oil company like Shell depends" (Greenpeace, 2014d, p. 3). By erasing the social licence to operate, Greenpeace strived to erase the possibility of having other organizations working with Shell, because of the inherent brand related risk that comes with a collaboration with a non-publicly accepted corporation. LEGO, therefore, became the target for the campaign named LegoBlockShell, with the objective to have LEGO say no to Shell and end the long-term collaboration with the oil company. The message was that the socially- and environmentally responsible company LEGO, would not want to be associated with Shell, a

company willing to take the high risks involved in Arctic oil drilling. Greenpeace tapped into the dissonance between the identity of LEGO, their sustainability agenda, and the company's collaboration with Shell. Especially targeting how LEGO is promoting active play and creativity for children whereas Arctic drilling is destroying for future generations (Greenpeace, 2014d). By framing and educating this in their campaign, Greenpeace was aiming at communicating a gap between LEGO's strong corporate reputation as a sustainable brand, and the collaboration with Shell. By highlighting this gap they were trying to force LEGO's hand by attacking their brand equity through a distortion between brand reputation and brand identity and in doing so, in accordance with De Chernatony (1999), create a gap that would become a subject for change.

A Brief Overview of the Campaign

The campaign was mainly developed as a digital campaign and was launched and carried out during the summer of 2014, as it was a time period in which Shell would other years be drilling for oil in the Arctic (Lesanner, 2016). Simultaneously, the discussion on oil was explained to be on going and was therefore a subject that was easy to feed into (Møhring Reestorff, 2015). The campaign had a detailed weekly plan of what would happen, when and in which country, tailored to create as big of an effect as possible for the digital spread (Lesanner, 2016). Protest actions (offline activities involving people), protest scenes (offline activities involving LEGO figures) and releases was strategically placed in order for them to built upon, and feed from, each other (ibid). There was therefore a detailed and strategic plan for the campaign (Appendix C) in which people were warmed up around the launch, and thus activities and actions later on were calculated to receive more attention (Møhring Reestorff, 2015).

By incorporating offline activities along with the usage of a variety of social media platforms, such as Facebook and Twitter, Greenpeace acknowledged the power of social media's many-to-many communication and inherent

trusting nature of informational spread from within one's peer group (Li & Miniard, 2006; Mills, 2012). Hence, by spreading their activities over social media they gained more attention than if they were conducting offline activities alone. They were also acknowledging that individuals are 'always on', interact via, and consume, social media on the go and developed the different calls-to-action accordingly. In aligning social media with offline activities, Greenpeace was recognizing social media as an integrated part of contemporary society rather than as a tool on its own.

Launch of the Campaign

On the 1st of July 2014, the official launch of the campaign occurred and involved several parts. At its centre was a petition website, legoblockshell.org (Appendix E). In signing, an email was sent prompting LEGO to end their partnership with Shell (Lesanner, 2016). As shown by previous research, advocacy campaigns benefit from being strategically founded on the Dragonfly Effect (Aaker et al. 2010). This is evident in the LegoBlockShell campaign, which had a strong focus on ending the relationship between LEGO and Shell. Within this focus, the website functioned as a core in which all potential supporters of the campaign were directed and prompted to sign the petition for the cause of ending the partnership. Here, the social media platforms with features of being interpersonal and participative, was core in empowering people for collective action.

Parallel to the website, a report was released by Greenpeace examining the collaboration and the benefits it had for Shell (Greenpeace, 2014d). The report was a way for Greenpeace to outline their focus and to build arguments and reason for their campaign. It contained Shell's social license to operate and how LEGO was used to attain this (ibid). It has previously been argued that communication becomes more persuasive if it comes from a trustworthy source (Li & Miniard, 2006) and by establishing relevance for the campaign in the report, greater persuasiveness was created. In addition, from

this day protest scenes and protest actions were recurring events in the campaign to support its spread (Greenpeace, 2014c; Smith, 2014).

In addition to the activities undertaken, Greenpeace used its extensive network of activists to reach out. Emails were sent giving suggestions on different calls-to-action depending on where on the activist ladder the supporters belonged, and the campaign was announced on all of Greenpeace's social media platforms (Lesanner, 2016). As social media broadens the network of individuals from whom information is sought (ARF, 2012) and broadens the perceptions of a trustworthy source (Li and Miniard, 2006), Greenpeace benefitted from the already established network of activists. In developing the campaign with different levels of engagement in mind, they utilized social media to both inform a larger population (Jurgens et al. 2016) and to engage them to drive change (Aaker et al. 2010). 210.000 emails had been sent to LEGO via the website legoblockshell.org (Twitter @Greenpeace, 2014) by the 5th of July, indicating the initial performance of the campaign.

LEGO's response came in a statement issued on the 1st of July condemning the campaign (Trangbæk, 2014b). After their response, LEGO remained silent (Lesanner, 2016). By staying completely silent, LEGO lost the possibility of affecting the campaign and what was said about the LEGO brand. Companies have already lost a part of the communication about their brands (Mills, 2012), and research has further revealed that the power of communication is shifting towards consumers (ARF, 2012). In neglecting the importance of recognizing online pressure, LEGO contributed to placing the power of the communication outside of the organization, creating additional risk for the brand and its reputation (Champoux et al. 2012; Floredu et al. 2014; Veil et al. 2015).

LEGO: Everything is NOT Awesome

On the 8th of July, a video named LEGO: Everything is NOT Awesome was released on YouTube (2014b) reaching 1 million views during its first day. As part of the seeding

strategy, the video was launched on one platform in order to focus the attention and keep a strong ownership (Møhring Reestorff, 2015; Lesanner, 2016). The video utilized cultural references along with references to both LEGO and Shell (YouTube, 2014b; Møhring Reestorff, 2015). Most evidentially though, was on the one hand the strong references to the LEGO movie and the LEGO movie theme song, where the video was responding to the assertion “Everything is awesome”. On the other, was the message focusing on how “Shell is polluting our kids’ imagination” (YouTube, 2014b) and prompting viewers to act by signing the petition on legoblockshell.org (ibid). In correspondence with the Dragonfly Effect (Aaker et al. 2010), the video provided both a personal and an emotional message, as well as gave clear directions for how the viewer could take action to realize change.

In addition to the release of the video, another round of emails was sent to Greenpeace’s activist network urging activists who had not yet signed the petition to watch the video and then do so, and urging activists that already signed, to watch the video and spread it to their individual online networks (Lesanner, 2016). On the 10th of July, the video reached 2.5 million views, and on the 11th it was pulled from YouTube due to copyright reasons. After the video was pulled, Greenpeace spread it as wide as they could, involving various social media platforms as well as sending it to the media so that they could report about the withdrawal of the video, in order to spread it further (Møhring Reestorff, 2015; Lesanner, 2016). With this, the views of the video quickly increased and in two more days it had exceeded 4 million views.

On the 17th of July, the petition reached an amount of 500.000 signatures and a protest action was coordinated in Billund, Denmark (Greenpeace, 2014c; Lesanner, 2016). The aim of the action was to have the CEO, Jørgen Vig Knudstorp, receive the petition and take an active stand against Shell and Arctic oil exploitation (Lesanner, 2016). However, despite this action outside of the LEGO headquarters,

the company remained quiet and did not accept the petition (ibid). By continuously neglecting to participate, LEGO handed over the power and the discourse of the communication to Greenpeace. LEGO was trying to stand outside of the campaign, as they believed that the irregularities that Greenpeace had with Shell did not concern them, and thus tried to ‘ride out the storm’ of being in the crossfire. However, as been previously shown by Mills (2012), choosing to not be involved or not participating in what is said about oneself, is not a favourable choice. This, since stakeholders of a corporation can produce messages and communication, using social media to reach a vast population with small means, without any involvement of the corporation itself (ibid).

On the 22nd of July, Greenpeace wrote an open letter to the employees of LEGO (Greenpeace, 2014e). In the letter, the mismatch between LEGO’s credited sustainability work and the collaboration with Shell was highlighted. A large focus was on Shell and their non-responsible behaviour as well as highlighting that the CEO of LEGO was the one who stood responsible (ibid). Greenpeace then offered a few arguments of why the partnership was disadvantageous for LEGO in order to move the employees over to their side and to open up for a discussion, making them act as a stand against the collaboration between LEGO’s CEO Jørgen Vig Knudstorp and Shell.

The employees are an important part of a brand’s identity (Kapferer, 2008). By targeting the employees, Greenpeace is not only targeting and communicating to their supporters, but also addresses a population of individuals from within LEGO. Hence, Greenpeace worked at distorting the brand identity from inside the corporation by communicating to LEGO’s employees directly. As explained by De Chernatony (1999), strong brands result from a homogenous brand identity, and according to Kapferer (2008), a coherent brand identity needs to have both internal and external components of the brand identity aligned. Thus, by targeting the employees and making them question the actions taken by the LEGO brand, questions

about the actions aroused and were spreading throughout the organization. Hence, Greenpeace aimed for a heterogeneous view of the brand identity that became one subject for ending the collaboration.

The petition was continuously increasing and by the 11th of September 983.000 had signed (Twitter @Greenpeace, 2014). The video reached 5 million views on the 24th of July (ibid), but by the beginning of August the campaign lost momentum. This can be seen by the total amount of views of the video, 5.9 million, by the end of the campaign (Vaughan, 2014). This can also be seen by examining the Google trend charts for *LEGO: Everything is NOT awesome* and LEGO and Shell (Appendix D). Further, on the 5th of August a new video was launched named 'LEGO: Help children save the Arctic' (YouTube, 2014c). The video marks the end of an original six-week planned campaign (Lesanner, 2016), and is the last post where Greenpeace International is mentioning the campaign until the 22nd of September. Along with Greenpeace's strategically designed messages in their various activities, individuals were easily empowered and provided with the ability of making a difference. Meaning that the campaign and its momentum was fuelled, not least by larger aspects of growing trends, but also the way in which the campaign was communicated. There is an evident pattern in all activities performed, showing a correspondence to the Dragonfly Effect (Aaker et al. 2010), where the message was communicated with a specific focus. They captured interest and empowered individuals by prompting action. These aspects were all contributing factors to why the campaign managed to survive although Greenpeace themselves were not communicating the campaign consistently throughout the entire campaign period.

Phase Two of the Campaign

The PR bureau, PRWeek, was invited to join Greenpeace in their planning and brainstorming process for new activities and the next phase of the LegoBlockShell campaign, a phase that was supposed to be a "quite bombastic one" (Lesanner, 2016). An article was published on

the 22nd of September, describing that Greenpeace were committed to continue. In inviting PRWeek, Greenpeace got the message across to LEGO that they were to continue to put pressure on them (ibid).

The announcement of a continuation of the campaign in PRWeek was another important component in forcing LEGO to end the partnership. This, since risk always carries an element of uncertainty, and a homogenous brand identity that is aligned with a brand's reputation leads to a strong customer-based brand equity (De Chernatony, 1999; Keller, 2013). Insofar, LEGO had patiently been standing aside believing that the damages the campaign had done to the brand was not yet sufficient for ending the collaboration. However, with this announcement, LEGO did not yet know what would come, but was getting warned that unless they decided to act, the campaign would get underway once again. In addition, the campaign had started to trend from the middle of September putting more pressure on LEGO (Appendix D). The trend started even though Greenpeace was not pushing out new content, with the exception for the PRWeek article, showing a sustained interest for the campaign, whilst LEGO was hoping for the campaign to wear off. By the 22nd, the day of the PRWeek announcement, the petition reached 1 million signatures (Twitter @Greenpeace, 2014) highlighting the support for the campaign, and reached one of its initial objectives.

End of the Campaign

LEGO remained quiet until the 8th of October, when a statement was published on their corporate website announcing that the company was not renewing its contract with Shell when their, then present, contract ended (Trangbæk, 2014a; Lesanner, 2016). LEGO explained that they had been used in a campaign for targeting Shell, that Greenpeace should have spoken directly to the oil company, and that LEGO never should have been brought into the dispute. The CEO, Jørgen Vig Knudstorp, argued that LEGO's focus on children and their creative play, along with their positive impact on both

society and the planet, are important for the company (Trangbæk, 2014a).

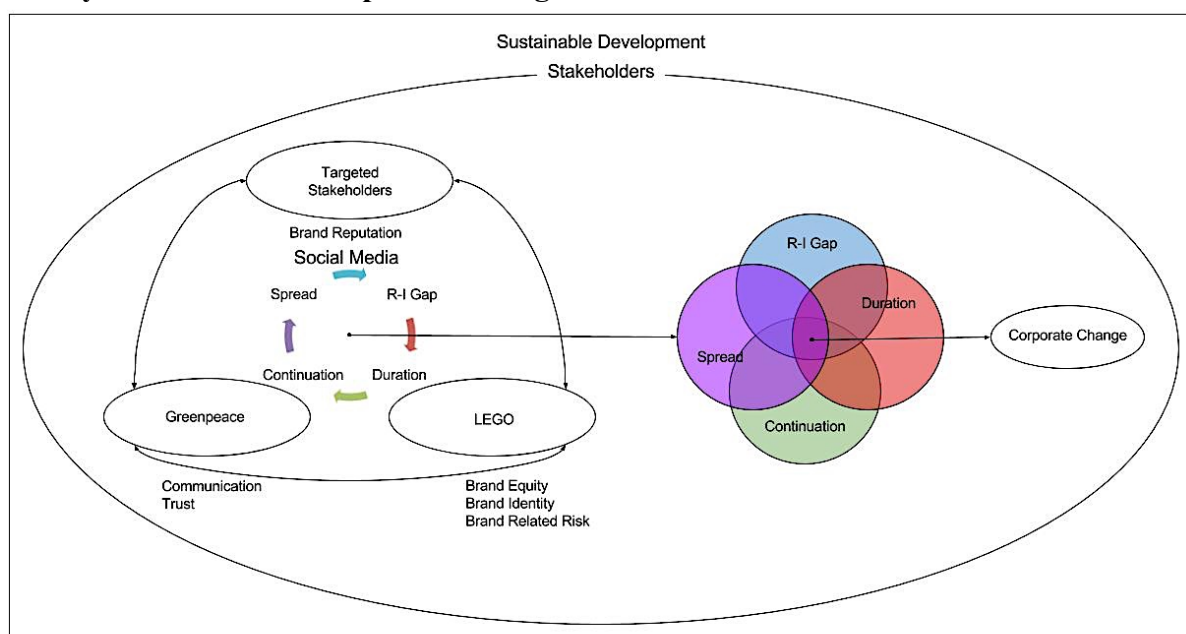
With LEGO's statement, the company made their first account since the campaign started. Although the statement contained a termination of their current collaboration with Shell, it was evident that LEGO distanced themselves from the campaign and further stressed that they should not have been involved. This statement did not inherit the same level of trust as the message from Greenpeace, hence Cho et al. (2014) reveal that there are different kinds of trust depending on whether the message comes from a brand or from family and friends. Greenpeace actively used social media as a way of communicating, enabling the messages to go viral via peers, creating a form of relational trust to the source. LEGO's statement instead contained calculative trust; trust stemming from the organization's reputation. Consequently, Greenpeace approached their supporters via social media and thereby gained larger persuasiveness than LEGO who kept quiet and gave the power of the communication to Greenpeace, thus depended solely on their reputation.

Greenpeace helped spread the statement both on their social media sites and to the media (Lesanner, 2016). Hence, LEGO was rewarded by the NGO and acknowledged for changing their business practice when ending the partnership with Shell. By helping in the communication and spread of the corporate change, Greenpeace were able to, on the one hand tell their community of supporters, and others who were engaged in the campaign, that they succeeded with their objective. On the other, they were able to show LEGO, and other companies, that if acting in accordance to Greenpeace's request, one is publicly acknowledged for it.

Framework for Corporate Change

Our empirical data reveals that sustainable social media campaigns induce corporate change in business practice when an intersection of four components is reached. The four components are, to begin with, described separately, followed by a description of a *point for corporate change* (fig. 2). Further, we elaborate on when social media induces corporate change, due to its strong influence in contemporary society.

Fig. 2. Analytical Model for Corporate Change



The Reputation-Identity Gap Component

The reputation-identity gap (The R-I Gap) is a component essential for inducing change, not least, as it is a foundation for a dissonance between brand reputation and brand identity. The R-I gap has been subject to research previously where, for example, De Chernatony (1999) argues that a gap can be a source for change. Moreover, customer-based brand equity is the result of an identity aligned with reputation, thus a gap between them entails a risk of harming the customer-based brand equity (Keller, 2013). Our empirical data indicated that all activities within the campaign consistently mediated a gap between LEGO's identity and their collaboration with Shell. This gap was of importance in keeping a specified and sharp focus for driving change, as acknowledged by previous research (De Chernatony, 1999; Aaker et al. 2010). Hence, the R-I gap enabled Greenpeace to reveal the inconsistency in LEGO's brand identity and their actions, and thus distorted LEGO's brand reputation.

The Duration Component

Duration was another component revealed in our data, which reflects an aspect of the past up until the present. It involves all of the campaign events that have occurred as well as those events that at a present moment are occurring, for whenever an evaluation of the effects of the campaign is conducted. In the campaign, duration was, for example, demonstrated within the time period between the launch and up until the announcement of the second phase. Each campaign event within this time period communicated the R-I gap between LEGO's brand identity and brand reputation, thus the component of duration implied a risk for a distortion in LEGO's reputation. As Schwab's (2012) study concluded, reputation stands for 25% of a corporation's market value and hence, the longer a sustainable social media campaign focuses on creating dissonance between brand identity and brand reputation, the higher the risk is for decreased customer-based brand equity. By exhausting LEGO over a longer period of time, and dividing the pressure, the campaign involved a higher perceived brand related risk,

than if the campaign would have had directed efforts in a narrower period of time.

The Continuation Component

The component of continuation is similar to duration, with the difference that it entails a future aspect. Hence, with continuation the campaign continues to put pressure and publicity on the R-I Gap for an unknown time and scale. Resulting in corporations acting in a passive pattern (Gramlich & Finster, 2013), where efforts are taken towards sustainability for preserving value, in essence customer-based brand equity. The component of continuation was evident in the campaign when it entered its second phase, with the PRWeek announcement of Greenpeace's planning of new actions towards LEGO. The first phase had managed to engage a large population and maintained their interest over a longer period of time. For LEGO, a continuation would imply further engagement without knowing when the pressure would end and what it would entail. Hence, a continuation of the campaign involved a high uncertainty, and thus, risk for LEGO.

The Spread Component

The fourth component, spread, refers to the ability of reaching a vast population of recipients, and engaging and empowering them for collective action, in order to realize corporate change. In our research, spread was a component that was important and had a strong influence throughout the entire campaign. This was enabled by the use of various social media platforms in combination, and in synergy, communicating to an extensive network of activists already available, as well as tapping into their individual social networks. In accordance with Li and Miniard (2006), and their finding of familiarity as a presumption for trust, and Cho et al. (2014) disclosure of relational trust's influence on the likelihood of a message to be forwarded, and thus reach awareness, Greenpeace utilized social media's inherent features to gain trust for their message, something that was induced by their activist network.

In addition, the messages transferred were attention grabbing, which contributed to the passing on and spread. As suggested by the Dragonfly Effect framework (Aaker et al. 2010), virality benefits from being engaging and attention grabbing. These were evident aspects in our empirical data and were vital for Greenpeace in order to make the campaign go viral. Hence, an identified R-I gap and a broad activist network would not have been enough on its own. The messages communicated need to be appealing as it contributes to the messages' forwarding. In the contemporary information dense environment on social media, non-engaging and -attention grabbing content do simply not gain attention, and thus, the content also becomes important for a campaign to gain virality and spread.

Point for Corporate Change

A sustainable social media campaign is inducing change in corporate business practice when (1) there is an evident and strong gap between brand reputation and brand identity, *the R-I gap component*, (2) there is an aspect of the past and the present, where the length of the campaign has importance, *the duration component*, (3) there is a threat of continuation, where there is an uncertainty of what a future continuation will entail, *the continuation component*, and (4) there is a spread of the campaign message to a vast population of individuals whom are engaged and empowered to act for change, *the spread component*. With social media as an integrated part of life, and when these four components are functioning in concurrence, and to a certain scale, the *point for corporate change* is reached (fig. 2).

Social Media as a Facilitator for Corporate Change

Social media were shown to be a facilitator for the campaign. Previous research (Kaplan & Haenlein, 2010) distinguishes between different types of social media platforms and separates social media from traditional media. The findings from our research indicate a strong integration between them, and thus, blur the former clear lines between social media platforms, what social media is, and how it

relates to traditional media. In addition, social media is used within different practices of everyday life, rather than being a practice on its own. Consequently, and in accordance with previous research (Champoux et al. 2012; Hilsen & Helvik, 2012; Bruns, 2015; Kimmerle et al. 2015), social media has become part of how we construct our lives and societies, and in this case, how sustainable social media campaigns drive corporate change.

Key for the outcome of the campaign, was the integration of different social media platforms and the design, in which all platforms were connected for the ease of taking action. Previous research has acknowledged social media as a rapidly changing media form, in which individuals share and produce content and fuel information spread and collective action (Hilsen & Helvik, 2012; Özdemir, 2012; Jurgens et al. 2016). By incorporating, for example, protest actions with social media, Greenpeace managed to keep the interest for the campaign, without being limited to, and dependent on, traditional media. Greenpeace could, in doing so, communicate the message on their own accord, and were, in accordance with Özdemir (2012), able to adjust the message due to the dynamic circumstances of the campaign. Consequently, the synergy between offline activities and social media, and its digital activities, beneficially fuelled the engagement and the interest for the campaign.

Conclusion

Although advocacy campaigns, social media and sustainable business practice have been subject for research in the past decade, less attention has been given to when these in concurrence drive corporate change in contemporary society. This article redresses this gap, in the sustainable marketing literature, and highlights when a sustainable social media campaign induces change in corporate business practice, that is mediated via brand identity and brand reputation. Within this study we have provided a timeline, describing the sequence of events occurring in a sustainable social media campaign, along an analytical model containing four components for corporate change.

Where previous research have been unable to provide an understanding of *when* a sustainable social media campaign induces corporate change in business practice, we provide an intersection of the R-I gap-, duration-, continuation- and spread components which indicate when such a change occurs. Hence, not least is a sustainable social media campaign empirically described in terms its involving activities, both online and offline, but an analytical model for corporate change is also provided.

Theoretical Contribution

The theoretical contribution of our research is twofold; (1) Previous research has acknowledged the importance of aligning brand identity with brand reputation (De Chernatony, 1999), and a congruent identity both internally and externally (Kapferer, 2008), for it is important in having a strong customer-based brand equity (Keller, 2013). Although, these theories are valuable on their own, they need to be incorporated with the four components revealed in our research in order to be successfully used in a sustainable social media campaign context. This, since identifying a R-I Gap is not enough in order for corporate change to occur. Rather, it is when the four components function in concurrence, and to a certain scale, that corporate change is induced. When the point of corporate change is reached, the targeted corporation has reached a point where they see less damage in changing, than opposing change. (2) Previous theories have not been comprehensive enough in answering when corporate change occurs and how to get there. Thus, we incorporated a framework to create engaging content on social media in the Dragonfly Effect by Aaker et al. (2010), with theories on how trust for content on social media is generated (Li & Miniard, 2008, Cho et al. 2014), and how advocacy campaigns have adapted to the new communication environment, with our four components for corporate change. By doing so, we have created a comprehensive framework with our analytical model, that answers to when corporate change in business practice occurs. Our analytical

model provides a nuanced description that single theories have not been able to give on their own and we have also been able to tailor them to a sustainable social media campaign context, for which many of them were not originally produced.

Directions for Future Research

As this was an exploratory approach to the research gap, it is suggested that future research aims at testing our developed model both quantitative and qualitative. Hence, future research should firstly; test the analytical model in studying additional cases as well as a larger population, and on different social media platforms to test its generalizability. Consequently, test if the four components of corporate change are case specific or recurring. Secondly, the four components revealed needs to be tested to see if they are mutually exclusive. For example, by conducting research from a corporation's perspective, rather than the NGO's, the corporation's processes can be studied from within, to understand when they cave for the pressure. Thirdly, future research needs to continue to explore the context of sustainable social media campaigns and monitor social media's development. In doing so, research will be able to continuously produce frameworks for effective corporate governance in this rapidly changing environment.

Managerial Implications

The following section provides implications for how the *point for corporate change*, and its components, have significance for managers. The implications are, on the one hand relevant for NGO campaign managers, and others driving change, but are on the other hand relevant for corporate managers in risk management and -prevention. By using our framework, change agents are given a tool to create impactful sustainable social media campaigns. In developing their campaigns to reach corporate change in business practice, they have a comprehensive framework in our analytical model (*fig. 2*) on the aspects needed to reach the *point for corporate change*. Hence, how to develop content, the importance of using networks over social media to create trust for

the content, how social media is an intertwined part in our day-to-day lives, and how to strategically incorporate the four components for corporate change already in their planning process, in order to have a clear path on how to reach the *point for corporate change*. As described above, it is a comprehensive framework and one that is needed in contemporary society. Global corporations are imposing power on politicians and other governance levels. Thus, in striving for a sustainable world, change agents needs to be successful in governing and putting pressure on global corporations. With limited resources, this is a tall order. However, our framework provides a tool for creating successful sustainable social media campaigns.

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Appendix A - Keywords and Social Media

Google Search Engine Keywords

#LegoBlockShell
 Lego and Shell
 #SavetheArctic
 Greenpeace Lego Campaign
 LEGO: Everything is NOT awesome
 How LEGO got awesome

Facebook Accounts

Greenpeace International	https://www.facebook.com/greenpeace.international/?fref=ts , Accessed: 2016-03-18
Greenpeace Argentina	https://www.facebook.com/GreenpeaceArg/?fref=ts , Accessed: 2016-03-16
Greenpeace UK	https://www.facebook.com/greenpeaceuk/?fref=ts , Accessed: 2016-03-16
Greenpeace USA	https://www.facebook.com/greenpeaceusa/?fref=ts , Accessed: 2016-03-16
Greenpeace Mexico	https://www.facebook.com/greenpeacemexico/?fref=ts , Accessed: 2016-03-16
Greenpeace Canada	https://www.facebook.com/greenpeace.canada/?fref=ts , Accessed: 2016-03-16
Greenpeace Danmark	https://www.facebook.com/greenpeacedanmark/?fref=ts , Accessed: 2016-03-17
Greenpeace Korea	https://www.facebook.com/greenpeacekorea/?fref=ts , Accessed: 2016-03-17
Greenpeace Chile	https://www.facebook.com/greenpeace.chile/?fref=ts , Accessed: 2016-03-17
Greenpeace Taiwan	https://www.facebook.com/greenpeace.org.tw/?fref=ts , Accessed: 2016-03-17
Greenpeace Soumi	https://www.facebook.com/greenpeacesuomi/?fref=ts , Accessed: 2016-03-17
Greenpeace Spain	https://www.facebook.com/greenpeace.spain/?fref=ts , Accessed: 2016-03-17
Greenpeace Australia Pacific	https://www.facebook.com/greenpeaceaustraliapacific/?fref=ts , Accessed: 2016-03-17
Greenpeace Akdeniz Turkiye	https://www.facebook.com/Greenpeace.Akdeniz.Turkiye/?fref=ts , Accessed: 2016-03-17
Greenpeace Česká Republika	https://www.facebook.com/greenpeace.cz/?fref=ts , Accessed: 2016-03-17
Greenpeace Colombia	https://www.facebook.com/greenpeaceencolombia/?fref=ts , Accessed: 2016-03-17
Greenpeace Brazil	https://www.facebook.com/GreenpeaceBrasil/?fref=ts , Accessed: 2016-03-17
Greenpeace Italia	https://www.facebook.com/GreenpeaceItalia/?fref=ts , Accessed: 2016-03-17
Greenpeace France	https://www.facebook.com/greenpeacefrance/?fref=ts , Accessed: 2016-03-17
Greenpeace Norge	https://www.facebook.com/greenpeacenorge/?fref=ts , Accessed: 2016-03-17
Greenpeace New Zealand	https://www.facebook.com/greenpeace.nz/?fref=ts , Accessed: 2016-03-17
Greenpeace Deutschland	https://www.facebook.com/greenpeace.de/?fref=ts , Accessed: 2016-03-16

Twitter Account

Greenpeace <https://twitter.com/search?q=from%3Agreenpeace%20since%3A2014-07-01%20until%3A2014-10-10&src=typd>, Accessed: 2016-03-18

Appendix B - Interview Guide

The campaign's course of events and development

1. Can you describe the Lego campaign? When did it start, and when did it end? Which were the main milestones in the campaign?
2. When the campaign was planned and executed, what was the objective? We understand overall goal, but what was the specific aim with this particular campaign?
3. Why was the campaign carried through the time period it did?
4. What was your target audience? Were there specific stakeholders that you wanted to reach or was it more the general public?
5. Did you do any calculations or measurements concerning people's' perception of the Lego brand?
6. This event of 1 million emails sent to Lego, how was that executed? Was through the Lego block Shell website? How do you know that 1 million emails were sent?
7. Would you have done anything different? Have the Lego campaign changed anything in terms of how you work with campaigns?

Social media as a strategic tool for the campaign

8. What social media channels do you mainly focus on? And what channels did you focus upon in the Lego campaign?
9. Why do you focus mainly on Facebook, YouTube and Twitter in your campaigns and not for example on Instagram? What are the characteristics of those social media that appeal to you?
10. How are some social media channels more suitable than others in terms of viral spread?
11. Was there a clear social media strategy set for the Lego campaign? Can you describe that strategy? How do you work with keeping a campaign on going? How do you fuel your campaigns?
12. How do Greenpeace work with gatekeepers in social media? Do you target influential groups or individuals, or do you do put something out there in hope for the best?

Your understanding of the campaign, and why Lego ended the relationship with Shell

13. What was your opinion of the response of Lego? Could they have responded in a more beneficial way in order to receive more goodwill to their brand?
14. When did you realize that the campaign became relevant for Lego? Was the 9th of October the day, or did you realize that earlier?
15. Could you explain, in your opinion, why the Lego campaign became successful and had such a viral spread? What were the success factors of the campaign?
16. Why was the campaign inconvenient for Lego? What were they trying to save themselves from?
17. Did the campaign achieve what was aimed to be achieved?
18. What was the purpose with communicating the fact that Lego had ended its relationship with Shell?
19. Have you had any interaction and contact with Lego any time after?
20. What positive effects have been recognized for Greenpeace after the campaign?

21. In your opinion, how do you think social media will influence the behaviour of corporations in the future?
22. Lego, being a very closed organization, do you think that fact had any effects on the success of the campaign?

Questions relating to theory, without any home

23. How do you work with trust and trustworthiness? Is it different depending on the stakeholder? What were the most important stakeholders for Lego, do you think?
24. What are essential parts in your communication and how do you formulate the messages to inspire people to act? Why did you choose the actions you did in the Lego campaign?
25. Why are Legos identity and the soft values of the brand essential to target in the campaign?
26. How was the campaign talked about in social media? How much of it was positive/negative? Could the negative demeanour towards the campaign have helped in fuelling the success?
27. Have you seen any tendencies that other corporations are cautious in terms of collaborating with Shell? Have the campaign resulted in tendencies that corporations are overall more cautious, due to what happened with Lego? That they are more aware of the risks?
28. Have you looked at any sales statistics of Lego during the period of when the campaign was running? Can you describe the campaigns influence?
29. When does the change occur? When does the social media campaign induce a change with Lego, in your opinion? When does the campaign gain enough and sufficient power to make Lego change their behaviour?
30. Why, do you think, Lego decided to end the relationship with Shell?

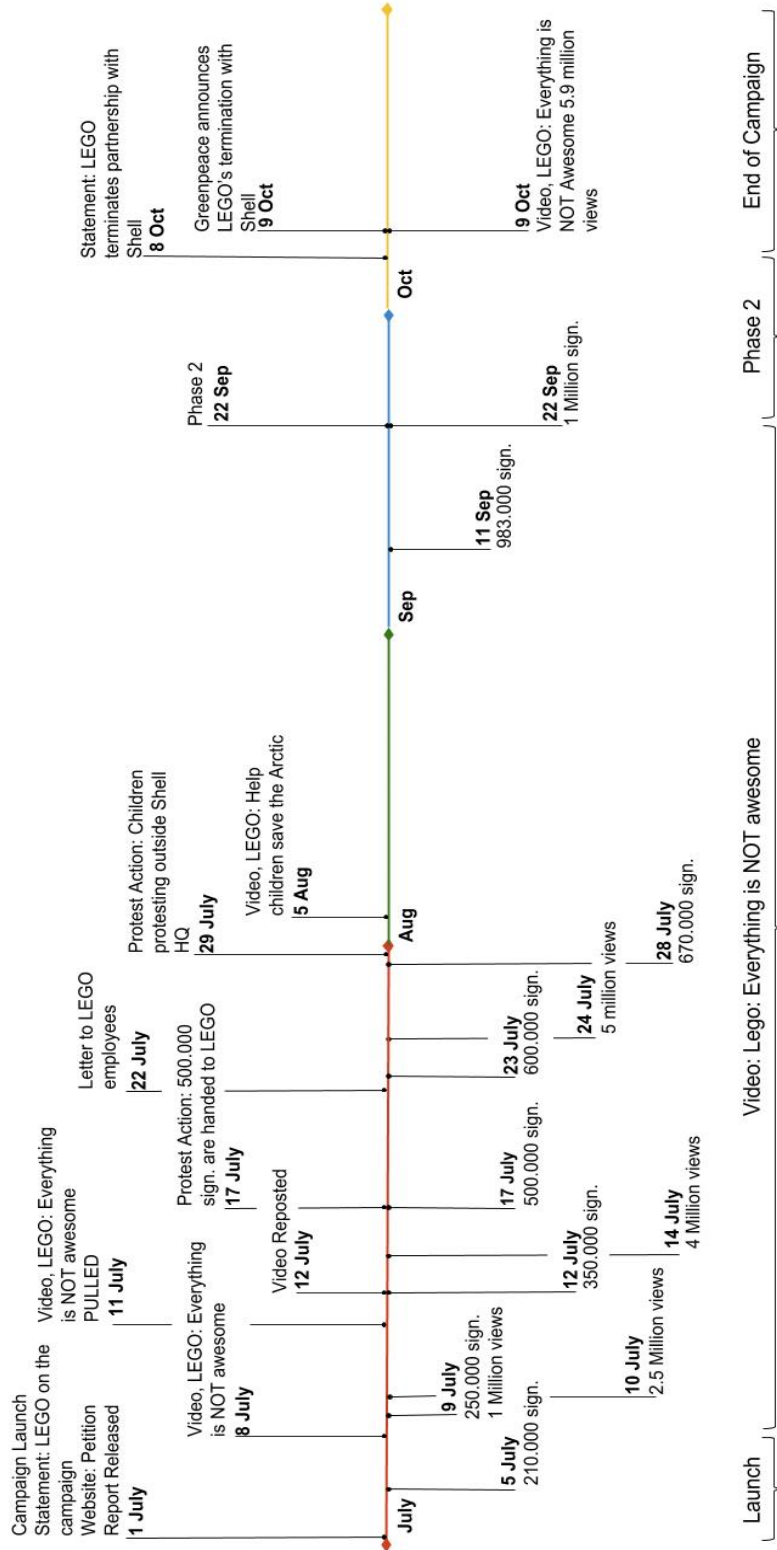
Questions About the Data

31. How has the data been collected? And with what purpose?
32. What program/tool has been used in the collection of data?
33. How have Greenpeace used the Data? What analyses have you drawn upon this?
34. Why have you collected the specific data that you have? Why is this data important?

Ending questions

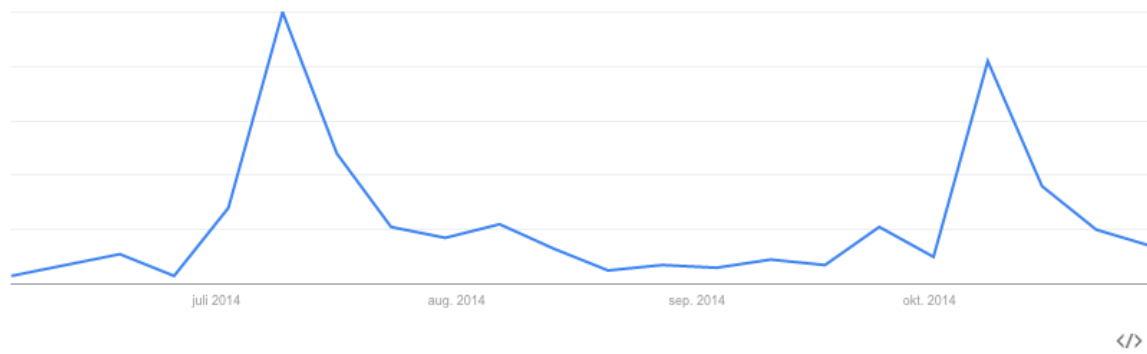
35. Can you describe your role within Greenpeace today?
36. What roles have you had prior to the role you have today?

Appendix C - Timeline: LegoBlockShell



Appendix D - Google Trend Charts

Search term: LEGO and Shell



Search term: Lego Everything is NOT awesome



Appendix E - Petition Website

GREENPEACE

Del med dine venner:  



**LEGO
BESKYT ARKTIS**
**STOP SAMARBEJDET MED
SHELL**

LEGO beskyt Arktis!

Underskriv for at fortælle LEGO, at de skal droppe Shell og derved beskytte Arktis!

Email adresse *

Fornavn *

Efternavn *

Tlf. nummer

Ja, Greenpeace må kontakte mig. Ved at udfylde formularen, sender du en email til LEGO og bliver en del af den globale bevægelse Save The Arctic. [Klik her](#) for at læse mere.

SEND

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