



HAL
open science

Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective

François Maon, Valérie Swaen, Kenneth de Roeck

► To cite this version:

François Maon, Valérie Swaen, Kenneth de Roeck. Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective. *Journal of Business Research*, 2021, 126, pp.64-77. 10.1016/j.jbusres.2020.12.057 . hal-03275858

HAL Id: hal-03275858

<https://hal.science/hal-03275858>

Submitted on 3 Jan 2023

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.



Distributed under a Creative Commons Attribution - NonCommercial 4.0 International License

COPORATE BRANDING AND CORPORATE SOCIAL RESPONSIBILITY: TOWARD A MULTI-STAKEHOLDER INTERPRETIVE PERSPECTIVE

Francois MAON

IESEG School of Management, France & LEM-CNRS 9221, France.

Email: f.maon@ieseg.fr

Valérie SWAEN

Université catholique de Louvain, Louvain Research Institute in Management and
Organizations (LouRIM), Belgium.

IESEG School of Management, France & LEM-CNRS 9221, France.

Email: valerie.swaen@uclouvain.be

Kenneth DE ROECK

University of Vermont, Grossman School of Business, 55 Colchester Ave., Kalkin Hall,
Burlington, VT 05405, USA

Email: kderoeck@uvm.edu

Corresponding author: François Maon, IESEG School of Management, 3 rue de la digue,
59800, Lille, France. Phone (+33) 3 20 54 58 92. Email: f.maon@ieseg.fr

Declarations of interest: none

Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective

Abstract

Research on corporate branding has evolved into a network-based perspective in which brands are understood as fluid corporate assets socially co-created by the firm and its stakeholders. In this context, corporate social responsibility (CSR) has emerged as central to the development of attractive corporate brands. Yet research on multi-stakeholder processes that explain how CSR contributes to corporate branding efforts remains scarce and fragmented. Through a multidisciplinary review of the literature on CSR sensemaking and sensegiving, this article articulates current knowledge in an integrative conceptual framework to explain the multi-stakeholder interpretative and interactional processes shaping the corporate brand and develops a research agenda at the crossroads of CSR and corporate branding. Overall, this conceptual endeavor contributes to illuminating the importance of CSR for contemporary corporate marketing and brand development efforts from a socially constructed perspective by theorizing the CSR sensemaking perspective of corporate branding.

Keywords: Corporate social responsibility, Corporate marketing, Corporate brand, Identity, Reputation, Sensemaking

1. Introduction

Corporate marketing is a relationship-based philosophy that explicitly takes into account the stakeholder, societal, and ethical orientation of the firm (Balmer, 2011). It focuses on developing meaningful, positive, profitable, ongoing, and long-term relationships with key stakeholder groups, including, but not limited to, customers (Balmer, 1998, 2009; Balmer & Greyser, 2002, 2006; He & Balmer, 2007; Wilkinson & Balmer, 1996). It integrates various notions about organization-wide marketing and strategy, “synthesiz[ing] practical and theoretical insights from corporate image and reputation, corporate identity, corporate communications and corporate branding, among other corporate-level constructs” (Balmer, 2009, p. 544).

At the heart of the paradigmatic shift toward corporate marketing that has occurred in recent decades stands the overall move from the product brand to the corporate brand. In contrast with product brands, which primarily appeal to customers, corporate brands speak to multiple and diverse audiences. From a management-centric perspective, corporate branding is considered an ongoing strategic process that reflects managers’ efforts to capture the organization’s identity and convey it in a consistent, attractive way to encourage stakeholders’ support (Balmer, 2011; De Roeck, Maon, & Lejeune, 2013). Corporate branding is a process requiring flexibility and consideration of the potential evolution of the defining organizational attributes (i.e., norms and values) and overall character of the organization (De Roeck et al., 2013). In this view, the ongoing corporate branding process involves conscious decisions by senior management to communicate the organization’s character attributes to diverse audiences (Balmer, 2001; Hatch & Schultz, 2003). To that end, managers need to understand how internal and external stakeholders perceive the organization’s character through stakeholder dialogue and relationship-building activities, before promoting the organization to them through the corporate brand.

More recently, corporate branding has further evolved toward a social constructionist and network-based view whereby corporate brands are characterized as “vehicles of meaning that emerge from social interaction between the company and its environment” (Melewar, Gotsi, & Andriopoulos, 2012, p. 601). In this perspective, the conception of the corporate brand moves from the idea of a corporately controlled managerial product to the consideration of a more fluid and emergent corporate asset co-created through multi-stakeholder interpretive processes (Biraghi & Gambetti, 2015; Cornelissen, Christensen, & Kinuthia, 2012).

Concomitant with this evolution, corporate marketing and corporate branding research and practice have given growing importance to corporate social responsibility (CSR), or the “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011, p. 855). Indeed, considering the identity-defining nature of a company’s CSR engagement, scholars concur that corporate marketing should rely on an explicit CSR dimension (Balmer, 2001; Balmer, Fukukawa, & Gray, 2007; Balmer, Powell, & Greyser, 2011; Golob & Podnar, 2019; Podnar & Golob, 2007; Powell, 2011). According to Hildebrand, Sen, and Bhattacharya (2011, p. 1360), CSR can even constitute “a quasi-perfect strategic lever for corporate marketing as it can help align a company’s different identities”. In this context, CSR has progressively become a central part of corporate branding efforts (Hur, Kim, & Woo, 2014; Lindgreen, Xu, Maon, & Wilcock, 2012; Vallaster, Lindgreen, & Maon, 2012). However, research aiming to understand the multi-stakeholder interactional processes that explain how CSR can contribute to corporate branding efforts remains scarce and particularly fragmented (Golob & Podnar, 2019; Vallaster et al., 2012). Such knowledge appears particularly important for better comprehending how CSR-related exchanges contribute to the way in which corporate brands get collectively shaped and become

meaningful to key stakeholder groups, and how they create value for the company and its network.

Accordingly, in this article we adopt a social constructionist perspective on corporate branding, and we provide an integrative framework that conceptualizes the multi-stakeholder co-construction of the CSR character of a corporate brand (hereafter, CSR corporate brand). Specifically, building on the CSR sensemaking and sensegiving literature (Aguinis & Glavas, 2019; Basu & Palazzo, 2008; Hahn, Preuss, Pinkse, & Figge, 2014), our framework delineates how interacting cycles of CSR identity and reputation co-creation shape CSR corporate brands in the stakeholder network through the ongoing inward and outward sensemaking and sensegiving efforts of various stakeholders.

Our research contributes to the literature in three major ways. First, through our integrative multi-stakeholder framework, we explicitly conceptualize and substantiate a networked and more balanced perspective on the corporate brand-building process whereby various stakeholder groups appear as equally central in the development of the CSR corporate brand character. In so doing, we also re-affirm how CSR has now turned into a pivotal instrument of corporate marketing (see also Balmer, Powell, & Elving, 2009; Golob & Podnar, 2019). Second, adopting a social constructionist perspective, we build on the multidisciplinary CSR sensemaking and sensegiving literature to delineate stakeholders' interpretative processes underlying cycles of CSR identity and reputation creation and the emergence of CSR corporate brands. In so doing, we contribute to the extant literature by theorizing the sensemaking perspective of CSR in corporate branding. Third, our conceptualization of CSR corporate branding processes helps to further move the field away from an outdated dichotomic vision split between the company and its environment. Specifically, it underlines that the corporate branding phenomenon must be approached

through a perspective where organizational boundaries are essentially fluid and not easily identifiable, and where stakeholder categories must be considered increasingly permeable.

The remainder of this paper proceeds as follows. We first summarize the key elements in the sensemaking and sensegiving literature that serve as the core basis of our conceptual framework. We then discuss the literature on corporate branding and how CSR is leveraged in this context, before presenting our conceptualization of the interacting cycles of CSR identity and reputation co-creation that shape CSR corporate brands. Finally, based on the literature review and our framework, we offer a structured agenda for future research at the crossroads of corporate branding and CSR, calling for further, more emergent, inclusive and interactive approaches to the corporate branding phenomenon.

2. Sensemaking and sensegiving in and around companies

Sensemaking is an interpretive process by which people place equivocal and ambiguous environmental stimuli into defined cognitive schemas to create meanings and “make sense” of stimuli (Gioia & Chittipedi, 1991; Weick, 1995). A sensemaking approach emphasizes the temporary and circumstantial nature of these meanings, in contrast to the static and objective meanings people might hold.

Sensemaking is central in organizational life because it fundamentally informs an organization’s identity and actions (Weick, Sutcliffe, & Obstfeld, 2005). Organizational members and external stakeholders try to make sense of the environmental stimuli a company faces by seeking others’ interpretations to construct new accounts that help them comprehend their environment (Cornelissen, 2012; Maitlis, 2005). In organizational and inter-organizational contexts, sensemaking thus helps social actors develop shared meanings about key features of an organization, such as its *raison d’être*, the critical issues it needs to face, and how best to resolve these issues (Weick, 1995).

At the upper management level, sensemaking processes involve environmental scanning and issue interpretation to make decisions about the projected organizational image and change in strategy (e.g., Bartunek, Krim, Necochea, & Humphries, 1999; Gioia & Chittipeddi, 1991). Within the organization, sensemaking allows tensions between social action and the strategic realities of organizational life to be addressed. Sensemaking processes help organizational members integrate, cope with, and implement new decisions and policies (Balogun & Johnson, 2004; Rouleau, 2005). Outside the organization, sensemaking allows external stakeholders to interpret and comprehend organizational messages, narratives, and actions (Calton & Payne, 2003).

Sensemaking in organizational and inter-organizational settings inherently involves ongoing collective and interactional processes (Maitlis, 2005; Rouleau, 2005) between actors and groups within and outside organizational boundaries. In these inter-subjective processes of meaning creation, sensemaking pertains to the development of a mental model designed to create meaning out of the ambiguous environment, while sensegiving corresponds to the articulation of a vision to others in an attempt to influence their sensemaking processes (Gioia, Thomas, Clark, & Chittipeddi, 1994). Sensegiving involves efforts to communicate about organizational features and increase support for a perspective through suggestive or persuasive language, as well as through symbolic or emphatic actions (Bartunek et al., 1999; Gioia & Chittipeddi, 1991). Theoretically, sensemaking and sensegiving are sequential processes in which sensemaking informs sensegiving attempts to influence others' sensemaking efforts. However, in practice, sensemaking and sensegiving overlap considerably (Gioia et al., 1994), as the processes are mutually dependent (Rouleau, 2005).

3. The rise of a socially constructed CSR corporate brand

3.1. Corporate branding as a dynamic and relational phenomenon

Research on corporate branding has evolved from a product-based perspective (phase 1), to an organization-wide perspective (phase 2), to a network-based perspective of branding (phase 3) (Biraghi & Gambetti, 2015). From phase 1 to phase 2, corporate branding moved from a marketing perspective to a corporate governance model that informed corporate strategy (see Balmer, 2001, 2008; Balmer & Greyser, 2003). Corporate branding became an umbrella concept (Kitchen & Schultz, 2009), entailing constructs such as corporate identity, reputation, and personality intended to ensure the consistency of the brand-related offerings of the organization. From phase 2 to phase 3, corporate branding evolved into a multi-actor conceptualization, in which the organization is no longer the sole creator of the corporate brand. In this network-based perspective (Cornelissen et al., 2012; Hatch & Schultz, 2010; Koporcic & Halinen, 2018; Koporcic & Tornroos, 2019), the corporate brand is interactively co-created through ongoing dialogues among stakeholders regarding their needs and expectations in light of the company's brand promise. Corporate brands became a contextual and evolving socio-cultural asset developed through ongoing interpretive, dialogical, and exchange processes among the company's stakeholders (Biraghi & Gambetti, 2015).

Effective corporate branding requires finding a balance between the organizational identity and corporate reputation (De Roeck et al., 2013). Organizational identity represents members' understanding of who they are as an organization—or the “mental associations about the organization held by organizational members” (Brown, Dacin, Pratt, & Whetten, 2006, p. 101). Corporate reputation refers to what external stakeholders actually think about the organization (Brown et al., 2006); it is a latent (unobservable) construct that reflects the aggregation of individual stakeholders' perceptions of “how well organizational responses are meeting the demands and expectations of many organizational stakeholders” (Wartick, 1992, p. 34; see also Podnar & Golob, 2017). Organizational identity and corporate reputation mutually influence each other and manifest themselves interactively through dialogues within

and between stakeholders in and around the organization (de Chernatony & Harris, 2000; Koporcic & Tornroos, 2019). The ongoing and interacting cycles of identity and reputation represent important processes of meaning creation through which corporate brands emerge (Melewar et al., 2012). Yet, from this social constructionist perspective, the interactive sensemaking and sensegiving processes underlying the co-construction of corporate brands remain limitedly addressed in corporate branding research (Törmälää & Gyrd-Jones, 2017), despite the acknowledgment of their relevance (Biraghi & Gambetti, 2015; Hatch & Schultz, 2003).

3.2. Leveraging CSR in corporate branding

CSR issues and ideas can significantly affect perceptions of identity, reputation, and brand, and they sit at the core of the corporate marketing perspective (Balmer, 2011; Balmer et al., 2011; Hildebrand et al., 2011). The centrality of CSR to corporate marketing clearly serves to differentiate the corporate marketing perspective within the marketing discipline (Leitch, 2017). CSR has, therefore, gradually become important in the development of a powerful and attractive corporate brand (Hildebrand et al., 2011; Lindgreen et al., 2012; Vallaster et al., 2012).

Through their CSR strategy, companies try to nurture good relations not only with primary stakeholders—their central guideposts as they develop their intangible assets—but also with their secondary stakeholders, who can also have an important impact on their reputation and strategy (Golob & Podnar, 2019; Podnar & Golob, 2007). CSR development involves companies consistently approaching CSR-related stakeholder expectations as central to the development of their strategy, identity, and reputation-building efforts (Carlini, Grace, France, & Lo Iacono, 2019; Von Wallpach, Voyer, Kastanakis, & Mühlbacher, 2017). Leveraging CSR engagement in corporate branding thus requires reconsidering the company's relationship with its stakeholders, as well as comprehending and balancing their

expectations, in order to “[provide] motivating forces internally, and [make] the brand appealing externally” (Hatch & Mirvis, 2010, p. 40).

In this context, the company must acknowledge diverse CSR issues associated with its activities and its stakeholder network, which leads to ambiguity and uncertainty due to the essentially contested nature of CSR (Guthey & Morsing, 2014). Indeed, depending on the organizational context, culture, and values, CSR does not mean the same thing to every company and industry (Cramer, van der Heijden, & Jonker, 2006a; Golob, Johansen, Nielsen, & Podnar, 2014; Maon, Swaen, & Lindgreen, 2017). Moreover, different stakeholder groups may have different and sometimes inconsistent conceptions of what makes a responsible firm, and their expectations evolve over time. As Rasche, Morsing, and Moon (2017, p. 12) have commented, “[t]here is no generalizable agenda of CSR issues that is valid independent of time-context dynamics.” CSR must be approached dynamically, as a moving outcome of continuously and communicatively negotiated meanings, shaped through the interplay of a multitude of stakeholders (Golob et al., 2013; Schultz & Wehmeier, 2010).

In this perspective, CSR corporate branding efforts lead a company’s stakeholders to engage in constant efforts to make sense of, and give sense to, emerging societal issues and corporate actions. Scholars of management, business and society, and corporate communication have thus begun to address the sensemaking and sensegiving processes that characterize how companies and their key stakeholders approach CSR-related issues and opportunities (Aguinis & Glavas, 2019; Golob et al., 2014). However, the extant literature has largely neglected the networked-based approach of the CSR sensemaking and sensegiving processes (for an exception, see Reinecke & Ansari, 2015). In the next section, we address this research gap by adopting a multi-stakeholder, network-based perspective and by delineating how CSR sensemaking and sensegiving processes nurture the interacting cycles of organizational identity and reputation creation that shape the CSR corporate brand.

4. A network-based conceptualization of the interactive CSR corporate branding process

A stakeholder network is “an interactive field of discourse occupied by those [stakeholders] who share messy (complex, interdependent, emergent) problems and who want/need to talk about them” (Calton & Payne, 2003, p. 7). A stakeholder network is thus problem-centered, rather than firm-centered, and involves multiple ties that cannot be broken down to individual stakeholder relationships (Calton & Payne, 2003; Neville & Menguc, 2006).

We recognize these features of a stakeholder network, but, for the sake of parsimony, the network-based framework of CSR corporate branding processes we develop and its visual representation presented in Figure 1 consist of four main stakeholder populations: managers, employees, customers, and other external stakeholders.¹ Managers and employees are primarily (yet not exclusively) involved in the CSR identity creation cycle, while customers and other external stakeholders are principally involved in the CSR reputation creation cycle. CSR identity and reputation creation cycles entail three broad types of interdependent interpretive and interactive processes within and across stakeholder categories: (1) sensemaking, (2) inward sensegiving, and (3) outward sensegiving. The ongoing deployment of these interpretive and interactive sensemaking and sensegiving processes conditions CSR identity and reputation creation cycles and their interplay, which ultimately shapes the CSR corporate brand.

¹ This latter category includes stakeholders, such as non-governmental organizations (NGOs), activists, communities, and the media, which can be particularly influential in reputation creation, as well as investors, business partners, and regulatory stakeholders (Henriques & Sadorsky, 1999). We have adopted a reductive dimension of this stakeholder population to support the development of a clear conceptual framework. Nevertheless, it should be kept in mind that any stakeholder population in a network itself comprises heterogeneous groups and sub-groups that often overlap but whose interests and reactions may vary considerably from those of others (Murillo-Luna, Garcés-Ayerbe, & Rivera-Torres, 2008).

In particular, four CSR loops (managerial, employee, customer, and other external stakeholder CSR loops) highlight the interconnection between the *sensemaking* and *inward sensegiving* processes through which each stakeholder population progressively assigns meanings to CSR issues and initiatives by influencing one another inside the same stakeholder population through inward sensegiving efforts. These loops are further interconnected with each other through *outward sensegiving* processes that reflect a stakeholder population's attempts to influence the CSR meaning construction of other actors outside the group of reference.

Table 1 list the main articles we review on the CSR sensemaking process used by the four stakeholder populations (managers, employees, customers, and other external stakeholders). Table 2 lists the articles that discuss inward and outward sensegiving processes within and between these different stakeholder populations. In these tables, we distinguish between works explicitly relying on a sensemaking–sensegiving framework or terminology and those relying on other conceptual frameworks to approach actors' meaning creation processes and actors' attempts to influence meaning creation of others.

<Insert Figure 1, Table 1 and Table 2 about here>

4.1. CSR identity creation cycle

The CSR identity creation cycle primarily consists of two interacting loops: the managerial and employee CSR loops. CSR identity is thus progressively developed through formal identity orientation initiatives and informal exchanges between members (of different hierarchical levels) within the organization (Dutton & Penner, 1993) and then projected outside organizational boundaries.

4.1.1. Managerial CSR loop and sensegiving efforts

Any CSR issue or initiative (e.g., working conditions in the supply chain, environmental impacts or efforts) requires interpretation to generate meaning and shared understanding. Managerial CSR sensemaking processes focus on creating a context-bound understanding that helps managers comprehend implications and challenges associated with CSR (e.g., Cramer et al., 2006a; Schouten & Remmé, 2006). As sense givers, managers further promote their understanding of CSR-related issues and opportunities to other managers (i.e., inward) and employees (i.e., outward) in an effort to build a shared CSR identity. In practice, CSR sensegiving often becomes an issue-selling process through which some managers' conceptions become part of the organization's collective awareness (Ashford, Rothbard, Piderit, & Dutton, 1998; Pater & Van Lierop, 2006).

The well-developed literature examining managerial sensemaking suggests that managers' sensemaking and sensegiving efforts are determined by individual factors, such as educational, functional, and cultural backgrounds (Fassin, Van Rossem, & Buelens, 2011; Quazi, 2003; Waldman, Sully de Luque, Washburn, & House, 2006), personal values and ideology (Crilly, Schneider, & Zollo, 2008; Hafenbrädl & Waeger, 2017), and their personal beliefs about whether their efforts will benefit their personal positions (Ashford et al., 1998). Research has also highlighted different organizational factors bearing on managerial sensemaking and sensegiving efforts, including the organization's culture, norms, and dominant worldview (Ashford et al., 1998; Byrch, Milne, Morgan, & Kearins, 2015), the company's need for legitimacy (Basu & Palazzo, 2008; Richter & Arndt, 2018), and the perceived motives to address social and environmental considerations (Hahn et al., 2014; Sharma, 2000).

In the managerial CSR loop, intertwined managerial CSR sensemaking and inward sensegiving processes result in the emergence of CSR managerial accounts whose level of convergence may vary (Hahn & Aragón-Correa, 2015; Maitlis, 2005). However, company-

related factors impinging on managers' efforts to influence other organizational members often provide sources of collectively constructed preconceptions (Byrch et al., 2015; Cornelissen, 2012). Moreover, organizational dynamics, such as strong leadership and precise and tailored ways of communicating, encourage the development of communal viewpoints regarding CSR-related understandings, goals, and performance expectations among managerial teams and, more generally, within organizational boundaries (Cramer et al., 2006a; van der Heijden, Driessen, & Cramer, 2012). Although tensions between managerial accounts across the organization are inevitable, "organizations can [still] create conditions that enhance organizational members' interpretations" of consistent CSR-related accounts (Hahn & Aragón-Correa, 2015, p. 256). In this view, CSR would be progressively more embedded in the organization's identity not so much through a planned stepwise approach but through emergent, adaptive efforts by managers who skillfully navigate social interactions (van der Heijden & Cramer, 2017; Wickert & de Bakker, 2018).

4.1.2. Employee CSR loop and sensegiving efforts

Although the burgeoning employee-centered micro-CSR literature contributes to enlightening employees' CSR-related sensemaking efforts (see Gond & Moser, 2021), research that explicitly addresses employees' CSR-related sensemaking processes is less developed than that focused on managers' processes. Existing studies suggest that employees' sensemaking and sensegiving processes around CSR issues echo those of managers to some extent (Angus-Leppan, Benn, & Young, 2010a). However, "both managers and employees can have competing interests and thus may construct their own versions of reality regarding CSR issues" (Štumberger & Golob, 2016, p. 531). Although managers play a major role in shaping employees' CSR-related conceptions, employees are not just passive recipients of managers' CSR messages; rather, they are agentic actors who actively interpret and shape the world around them and who may develop their own CSR conceptions (Opoku-Dakwa &

Rupp, 2019; Vlachos, Panagopoulos, Bachrach, & Morgeson, 2017). In this context, employees' exposure to CSR initiatives and messages does not necessarily translate directly into favorable CSR-related attitudes and behaviors (Maon, Vanhamme, De Roeck, Lindgreen, & Swaen, 2019).

Employees endeavor to make sense of CSR issues as a way to better understand not only their organization's environment and commitments, but also how they relate to their organization (Schouten & Remmé, 2006). For example, Aguinis and Glavas (2019) have suggested that employees' efforts to make sense of and give sense to CSR initiatives and messages contribute to satisfying their psychological need for meaningfulness. Accordingly, it can be considered that employees' intra-organizational sensegiving efforts (inwardly to peers and outwardly to managers) partly consist in efforts to develop a pro-social dimension to their organizational identity that can satisfy their need for meaningfulness through work. Overall, employees' sensemaking and intra-organizational sensegiving efforts are thus associated with two core identity-related processes: one oriented toward the self and one oriented toward the organization (Grant, Dutton, & Rosso, 2008; Fairfield, 2019).

The extant literature suggests that employees' sensemaking and sensegiving processes are influenced by individual characteristics and drivers (e.g., values, culture, work orientation, moral identity) as well as by organizational factors (e.g., "bottom-up" vs. "top-down" CSR development; individualist, relational, and collectivist identity orientation of the organization) (Aguinis & Glavas, 2019; Basu & Palazzo, 2008; Onkila, Mäkelä, & Jarvenpaa, 2017). As with managers, individual factors can trigger differences in employees' sensemaking and sensegiving outcomes, while company-related factors often provide sources of collectively constructed preconceptions that can foster the development of shared conceptions of CSR issues and organizational engagement.

4.1.3. Projecting organizational identity: Managers' and employees' sensegiving efforts

Through various sensegiving efforts (e.g., public relations, communication campaigns, reporting activities, stakeholder dialogue processes) that target customers (Iivonen & Moisander, 2015) and other external stakeholders in the network (Joutsenvirta, 2011), managers and employees rhetorically portray and substantially justify positive accounts of the way the company addresses CSR issues. To do so, large sums of money and energy are mobilized to “produce” organizational identity projections that will transcend organizational boundaries and speak to the stakeholders in the network. Companies’ and their members’ outward sensegiving efforts can reflect the genuine or aspirational projection of the CSR identity of the company, or they can be deliberately misleading attempts to influence stakeholders (Christensen, Morsing, & Thyssen, 2013; Crilly, Zollo, & Hansen, 2012; Sauerwald & Su, 2019).

The deployment of these outward sensegiving efforts follows (at least partly) the CSR managerial accounts formed through the managerial loop (Hahn et al., 2014; Schoeneborn, Morsing, & Crane, 2020). In addition to the strategic efforts of specific CSR-involved managers, other organizational members, whether consciously or not, further disseminate CSR messages in the organizational environment (Mirvis, 2012), acting as CSR ambassadors to consumers and other external stakeholders (Collier & Esteban, 2007; Edinger-Schons, Lengler-Graiff, Scheidler, & Wieseke, 2019).

The nature, intensity, and consistency of the outward sensegiving efforts are influenced by the mode of justification used by the firm (Basu & Palazzo, 2008), the definition of the desired future image of the company (Gioia & Thomas, 1996), and the CSR-related marketing objectives (Vallaster et al., 2012) in order to tailor messages to different stakeholders’ expectations. Research highlights, however, that managers should be cautious when designing decoupled sensegiving efforts in a context in which stakeholder audiences overlap (Olins, 2000).

4.2. CSR reputation creation cycle

CSR corporate reputation creation derives from information exchanges, interactions, and social influences between customers and other external stakeholders (Rindova, Williamson, Petkova, & Sever, 2005) who react to CSR identity outward projections and environmental CSR stimuli. External stakeholder interactions rely on word of mouth, recommendations, criticisms, and associations among stakeholder representatives (Lee, 2016) that are facilitated by digital and social media (Boyd, McGarry, & Clarke, 2016). Customers' and other external stakeholders' sensemaking and sensegiving processes can result in the creation of a fluid and intelligible overall CSR reputation or in multiple and fragmented CSR reputational accounts (Walker, 2010).

4.2.1. Customer CSR loop and sensegiving efforts

The literature on the CSR sensemaking and sensegiving processes of customers is underdeveloped, despite a growing body of research on customers' perceptions of and reactions to CSR (Du, Bhattacharya, & Sen, 2007; Peloza & Shang, 2011). Nevertheless, existing studies help inform these processes, without explicitly referring to the sensemaking framework. This literature treats CSR as a tool for enhancing company reputations (Chernev & Blair, 2015) and establishing affective bonds that increase customers' support for the company (Bolton & Mattila, 2015; Brown & Dacin, 1997; Sen, Du, & Bhattacharya, 2016).

However, CSR activities and communication do not always generate positive consumer responses (Maon et al., 2019), and not all consumers make sense of them in the same way (Jones, 2019). Various individual and organizational factors influence customers' meaning creation and propensity to react more or less positively to organizational CSR sensegiving efforts. At the individual level, research notably highlights factors such as customers' values (Haws, Winterich, & Naylor, 2014), moral foundations (Baskentli, Sen, Du, & Bhattacharya, 2019; Xie, Bagozzi, & Grønhaug, 2015), exposure to CSR media

coverage (Perera & Hewege, 2016), and awareness of companies' CSR activities (Bhattacharya & Sen, 2004; Jones, 2019). Organizational-related factors include the type of CSR framing by the company and the perceived company motives underlying its CSR commitment (Bolton & Mattila, 2015). A pre-existing CSR reputation can also color stakeholders' interpretation of the CSR communication (Zagenczyk, 2004).

Moreover, novel communication channels (e.g., social media platforms) render CSR accounts less static and foster ongoing negotiation of meaning among customers and other stakeholders (Castello, Morsing, & Schultz, 2013). In particular, customers contribute to debates about environmental and social issues, they praise or criticize CSR practices (Colleoni, 2013), and they contribute to boycotts and petitions addressed to authorities and regulatory bodies (Lim & Shim, 2019). Also, customers who are willing to know more about a company and lack direct experience with this company typically rely on others' outward sensegiving stimuli (Bhattacharya & Sen, 2004), notably from activists' who strongly contribute to mitigating information asymmetries between customers and firms (Waldron, Navis, & Markman, 2019).

4.2.2. Other external stakeholders' CSR loop and sensegiving efforts

The ambiguity and complexity of CSR issues and the language companies often use to give sense to them trigger external stakeholders' engagement in interpretation processes and sensegiving efforts to ensure their expectations are heard (Neville & Menguc, 2006). The way in which other external stakeholders make sense of CSR issues and initiatives may differ substantially from the sense that managers make and endeavor to give (Schouten & Remmé, 2006). These stakeholders' interpretations also vary from one group to another. Specifically, factors such as political ideology, core values, and collective beliefs of the stakeholder group affect the type of issues they notice and choose to address, as well as how they do so (den Hond & de Bakker, 2007). Heterogeneity may, however, also emerge in a particular

stakeholder population (Rowley & Moldoveanu, 2003; Wolfe & Putler, 2002) and affect the way different stakeholder representatives make sense of CSR issues. For example, not all environmental non-governmental organizations (NGOs) prioritize the same ecological problems or interpret them in the same way. Because the sense construction of stakeholder populations tends to diverge, the reality of a firm's CSR-related activities and reputation can thus appear multiple and fragmented on the external stakeholders' side.

Nonetheless, external stakeholders can develop fairly convergent accounts about particular CSR issues. This is exemplified by the well-known Brent Spar crisis for Royal Dutch Shell, for which NGOs, the media, and public authorities gradually formed fairly similar accounts of the issues at stake as a result of stakeholders' forceful engagement in sensegiving processes (Livesey, 2001). In other words, stakeholders' sensemaking is subject to expectations and influences of others, materialized through sensegiving efforts both within and across stakeholder groups (Maitlis, 2005; Pater & Van Lierop, 2006). When multiple stakeholders demonstrate a high consensus about the importance of some CSR issues, their sensegiving efforts might have a stronger impact on managerial CSR sensemaking (Opoku-Dakwa & Rupp, 2019) by representing institutionalized beliefs about what represent legitimate corporate practices (Bitektine & Haack, 2015).

Stakeholders' propensity to engage in sensegiving efforts that target other external stakeholders is influenced by factors such as the nature of the stakeholder group's core mission, its interests, the type of relationship linking it to the focal company, and its associated power over that company (Frooman & Murrell, 2005; Helmig, Spraul, & Ingenhoff, 2016; Opoku-Dakwa & Rupp, 2019). While secondary stakeholders are more prone to engage in sensegiving processes directed to other primary stakeholders (e.g., consumers) to increase the salience of their social claims (e.g., via protests or calls for boycotts), more powerful stakeholders are more likely to address the firm directly (Frooman,

1999). Furthermore, inferential factors, such as the perceived centrality of the stakeholder in the network or the identified opportunity to reinforce a status in a stakeholder network, can prompt a stakeholder group to engage in more intense sensegiving efforts toward other external stakeholders (de Bakker & den Hond, 2008; Rowley, 2017) in order to uphold a certain conception of the CSR reputation of a company.

4.2.3. Projecting reputation: Customers' and other external stakeholders' sensegiving efforts

Customers and other external stakeholders project their corporate reputational accounts through sensegiving efforts that target the company and its members. In this context, managers thus potentially receive multiple, varied, tangible, and symbolic messages intended to alter their interpretations and conceptions of CSR issues and the way they address them.

The type and intensity of stakeholders' influencing endeavors depend on the group of stakeholders, their core mission and political ideology, the nature of their stakes, the type of relationship they have with the company (den Hond & de Bakker, 2007; Eesley, Decelles, & Lenox, 2016; Frooman & Murrell, 2005; Rowley & Moldoveanu, 2003), and their anticipation of the impact of their influencing efforts on the firm (King, 2008; Rehbein, Waddock, & Graves, 2004). In particular, powerful external stakeholders, such as shareholders or the mainstream media, might directly engage in sensegiving attempts toward the company, as they have a greater likelihood of affecting managers' sensemaking and of influencing which CSR accounts should be internalized, for example, through training programs, performance management schemes, or normative initiatives (Delmas & Toffel, 2004; Opoku-Dakwa & Rupp, 2019). However, less powerful stakeholders might still choose to undertake company-oriented sensegiving efforts (e.g., local condemnation campaigns, boycotts) even if failure or limited impact is anticipated, as a means of expressing their identity and standing up for their values (Lim & Shim, 2019; Rowley & Moldoveanu, 2003).

Activists, whose CSR-oriented influencing attempts have in recent years attracted an increasing amount of scholarly attention (Coombs & Holladay, 2015; Waldron et al., 2019), tend to focus on the most prominent companies in focal industries to influence their conceptions of socially legitimate business practices. They engage in designing rhetoric that appeals to the cognitive structures used by managers and organizational members to make sense of their environments (Howard-Grenville, 2006). Through organizational identity contestation (Jones, 2019), activists attempt to convince managers that some company practices instrumental in signaling their organization's identity-defining qualities (e.g., the practice of testing products on laboratory animals) are inappropriate ways for the company to act and thus threaten its corporate reputation.

Overall, our critical, multidisciplinary review of the literature on CSR sensemaking and sensegiving in a corporate branding context and the integrative conceptual framework we have developed enable us to explain and delineate the multi-stakeholder interpretative and interactional processes that shape the corporate brand.

5. Theoretical and empirical contributions

Our article contributes to (CSR) corporate branding literature in three main ways. First, our conceptual endeavor characterizes corporate branding as an inherently multipartite phenomenon in contrast to a more firm-driven perspective whereby the corporate brand is delivered by the company to different partners and stakeholders. In other words, we depart from the traditional company-focused perspective on corporate branding to adopt a network-based perspective whereby various stakeholder groups appear as equally central in the development of the CSR corporate brand character. This co-construction process reflects not only stakeholders' expectations, needs, and plans (Biraghi & Gambetti, 2015) but also the company's intended brand promise (Balmer & Greyser, 2003). Our conceptual framework thus emphasizes how corporate branding should be understood as "a societal process of

reciprocal encounters and commitment that occurs between a company and its stakeholders” (Biraghi, Gambetti, & Schultz, 2017, p. 209). In short, our conceptual endeavor contributes to the literature that positions CSR as a pivotal instrument of corporate marketing (Balmer et al., 2009; Podnar & Golob, 2007) and more particularly adds to the nascent literature on CSR corporate branding (Golob & Podnar, 2019; Vallaster et al., 2012),

Second, relying on the multidisciplinary CSR sensemaking literature, we conceptualize the roles of various stakeholders in the CSR corporate brand development process and how they interactively and concomitantly interpret CSR-related signals, issues, and opportunities. In other words, we further explain from a social constructionist viewpoint how CSR corporate brands are created through interactional processes of meaning negotiation and renegotiation. Our conceptualization of CSR corporate branding considers the continuously evolving nature of the CSR corporate brand and how it is co-constructed through ongoing and recursive sensemaking and sensegiving processes. This conceptualization shows how sensemaking and sensegiving act on each other to iteratively form CSR-related accounts that evolve over time and progressively shape the corporate brand, and it helps to delineate cyclical exchange relationships between and among diverse stakeholder groups (Schoeneborn & Trittin, 2013; Schultz & Wehmeier, 2010).

Finally, our conceptualization highlights that these networked meaning creation processes occur within, beyond, and across fluid and blurred organizational boundaries. CSR corporate branding processes indeed involve individuals and groups whose identities can be complex and who can simultaneously relate to different stakeholder categories. Further research should consider that corporate branding increasingly occurs in a context where organizational frontiers and stakeholder categories are highly permeable.

Overall, our conceptual paper responds to calls for stakeholder-inclusive, CSR-oriented branding frameworks that explain the interactional dynamics and social construction processes

at play in the development of CSR branding (Golob & Podnar, 2019; Hildebrand et al., 2011; Podnar & Golob, 2007; Von Wallpach et al., 2017). In addition, by theorizing the sensemaking perspective of CSR in corporate branding, we provide a prime conceptualization of the multi-stakeholder interactions that influence and condition the constantly evolving meanings of corporate brands.

From a more practice-oriented perspective, our conceptualization of CSR corporate branding could be used by managers as a guardrail both to limit the risk of corporate marketing myopia pertaining to organizations that fail to nurture and maintain a corporate marketing culture and to appreciate the value of an institutional, stakeholder, and societal orientation (Balmer, 2011). In particular, it highlights the need for a well-defined and managed corporate communication strategy around the CSR corporate brand to avoid the emergence of diffuse, confusing, and/or contradictory corporate CSR identity and reputation cues (Balmer, 2009). CSR corporate communication is indeed not solely a mechanism through which corporate objectives are expressed and achieved, for it is also a means by which CSR meanings are negotiated (Schultz & Wehmeier, 2010). In this respect, our integrative framework highlights the necessity for managers to grasp the importance of establishing formal and informal space for CSR-related exchanges between representatives of the firm and the social actors in its stakeholder network (see Vallaster, Maon, Lindgreen & Vanhamme, in press). Those spaces should facilitate discussion about managers' and other stakeholders' worldviews and expectations regarding CSR issues. This should in turn lead to the development of more convergent conceptions of the company's social responsibilities and actions.

In particular, our research suggests that managers should work to approach the respective CSR accounts in the stakeholder network of the company in a more systematic and interconnected fashion in order to develop and promote CSR messages and initiatives that can

be translated into durable, valuable brand propositions. Acknowledging the limitations of managerial control over the development of CSR corporate brands and engaging in a co-creation approach over the long term offer multiple advantages to the company. For example, such an approach can increase stakeholders' perceptions of CSR authenticity and thus reduce their criticisms and accusations of CSR-washing. It can also limit the risk of decoupling (i.e., a perceived inconsistency between a company's internal practices and its external image; see Crilly, Hansen, & Zollo, 2016) and thus contribute to a better alignment and consistency between organizational identity and reputation (De Roeck et al., 2013; Schouten & Rémé, 2006). Finally, our conceptual work reaffirms the need for managers to explicitly recognize the continuous nature of the interpretive processes underlying the shaping of CSR corporate brands and the importance of adopting a long-term perspective on stakeholders' relationships (Golob et al., 2014; Hur et al., 2014; Vallaster et al., 2012). This must allow emotional connections with stakeholders to be established and sustained, and it should soften potential tensions arising from the differing interpretive processes and CSR-related perceptions across the stakeholder network.

6. Agenda for further research

Our literature review (see Tables 1 and 2) highlights that current knowledge of CSR sensemaking and sensegiving in a corporate branding perspective is fragmented and incomplete. The literature has only begun to unpack the individual and collective CSR interpretative processes (Gond, El Akremi, Swaen, & Babu, 2017) that condition the development of CSR corporate brands. To advance understanding in this area, further research needs to provide integrative analyses of the dynamic connections among CSR issues, CSR evaluations, and stakeholders' reactions to CSR and how these connections bear upon cycles of identity and reputation creation at the heart of the corporate brand phenomenon.

Specifically, we identify three main research avenues to improve and refine current conceptions of CSR corporate branding processes.

6.1. Developing a better understanding of the polyphonic co-creation of the CSR corporate brand

Today, many managerial teams still often consider themselves as the main designers of CSR identity and reputation. However, our conceptual framework highlights the necessity of adopting a network-based perspective and a co-creation approach to CSR meanings development, involving managers and the different stakeholders. Our literature review also reveals the need to stop considering stakeholders in silos and to adopt a more organic and dynamic perspective about the CSR corporate branding phenomenon.

In particular, if managers mostly limit themselves to interacting with other managers, they risk alienating their firm from the rest of society, which may lead the firm to experience “reduced reputation, [and] erosion of its license to operate” (Hill, 2001, p. 32). According to Hildebrand et al. (2011, p. 1359), “a key thrust of corporate marketing, then, needs to be the thoughtful and meaningful formulation, implementation and assessment of CSR strategies that are not as much imposed on the various stakeholder groups but are, instead, co-created [with them].” In this sense, relevant CSR branding processes at the corporate level should necessarily be polyphonic, even if this does not preclude managers’ attempts to express and broadcast a main brand-related story. Further research should, therefore, empirically investigate the ways in which companies and multiple stakeholders can implement strategies for stimulating the co-creation processes at the heart of the CSR corporate branding phenomenon. Moreover, the analysis of the dynamic relationships between CSR drivers, CSR evaluations, and multi-stakeholder interpretations and reactions to CSR initiatives and messages require the use of longitudinal research designs to shed light on when and how inflection points occur in different stakeholders’ perceptions of CSR activities and messages

over time. Doing so would also help clarify how social actors' reactions to CSR can feed back into managerial and stakeholder CSR sensemaking, as well as how individuals (whether managers or other stakeholders) learn or unlearn, both individually and collectively, about CSR issues and initiatives. In addition, to refine our multi-stakeholder conceptualization, further research should grant attention to the content of CSR sensemaking and sensegiving efforts by social actors, and it should analyze how the type and valence of CSR information (Basu & Palazzo, 2008) provided by managers, employees, customers, and other stakeholders in their sensegiving efforts affect the construction of CSR accounts.

6.2. Theorizing non-managerial stakeholders' sensemaking processes and identity and reputation-related outcomes

Most research on CSR sensemaking has focused on managerial sensemaking processes. Current knowledge of how employees, customers, and other external stakeholders gather and organize information related to CSR initiatives to develop judgments about an organization's social engagement remains highly limited. For example, studies in the employee and customer realm essentially focus on how employees and customers react to CSR while ignoring how they form perceptions and create meaning around CSR issues and initiatives (Jones, 2019). Moreover, studies investigating how stakeholders make sense of CSR usually rely on different theoretical frameworks (e.g., signal theory, social processing theory), which further fragments knowledge of CSR sensemaking into different disciplinary silos. The literature on CSR sensemaking also tends to treat stakeholder groups as unified units, thus failing to acknowledge the existence of differences between and within stakeholder populations (Angus-Leppan et al., 2010a). In this context, the actual interpretive processes underlying the identity and reputation creation cycles that are central to shaping the corporate brand remain only partially understood and difficult to act upon for organizational and external stakeholders.

Further research could thus investigate the sources of information and the type of stimuli (e.g., mass media, corporate communications, certification labels, word of mouth, corporate events) that diverse stakeholders use to make sense of CSR issues and CSR initiatives. While managers and employees have access to inside knowledge and more sources of CSR information than are available to customers, other external stakeholders are mainly informed by brief point-of-sale messages, company-shaped information, and communication about specific CSR events or initiatives. Further research should investigate which individual factors, sub-group-related factors, and population-related factors explain the emergence of different CSR accounts within specific stakeholder groups and across different stakeholder groups, as well as how these different CSR accounts influence identity- and reputation-related outcomes. For example, some stakeholders, such as job seekers who are typically willing to appreciate the potential congruence between the organization's identity and their own identity, may have stronger motivations than other stakeholders to understand and make sense of CSR practices. By contrast, customers may lack the necessary motivation to make sense of CSR for all companies they buy from, unless it concerns specific social issues that are important to them.

6.3. Delving into an explicit approach of stakeholder CSR sensegiving efforts and their corporate branding impacts

In recent years, scholars have increasingly focused on the types of arguments that social actors use to influence each other, contrasting logical arguments based on facts and numbers and emotional arguments based on imagery, metaphors, and analogies (Green, 2004; Green & Li, 2011). However, explicit sensemaking and sensegiving frameworks are still relatively rarely mobilized in research efforts around stakeholders' CSR influencing strategies, despite the recognition of their relevance to understanding identity and reputation construction in and around organizations (Aula & Mantere, 2013; Morsing & Schultz, 2006).

In particular, studies on the nature, intensity and channels of employees' and customers' inward and outward sensegiving efforts need more attention. Recent studies on electronic word of mouth (Boyd et al., 2016; Choi et al., 2019) and boycotts (Lim & Shim, 2019; Scheidler & Edinger-Schons, 2020) suggest that such stakeholders can individually and collectively engage in powerful sensegiving-related efforts that have the potential to strongly impact identity and reputation construction and the shaping of corporate brands. Yet the direct and indirect targets of these efforts often remain ill-defined or vaguely circumscribed. In addition, the mechanisms by which different social actors across the stakeholder network interactively interpret and react to "name and shame" campaigns (Lim, 2019) are rarely considered.

Future studies should focus on further investigating the different types of strategies that different stakeholders (such as employees and customers) use to influence the CSR meaning construction of others, the actual aims and relative effectiveness of these strategies, and their identity-related and reputational impacts.

7. Conclusion

Our conceptualization of CSR corporate branding expands the understanding of the networked CSR interpretive efforts that underlie the emergence of meaning at the core of corporate branding. Specifically, it highlights the dynamic, interconnected sensemaking and sensegiving processes involved in the identity and reputation creation cycles that characterize how managers and stakeholder groups continuously interpret, explain, and react to CSR issues to co-construct the CSR corporate brand. We hope that our work will catalyze further research efforts to develop more relevant, inclusive, and interactive understandings of the corporate branding phenomenon and of the role and importance of CSR in this context.

Declaration of Competing Interest:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

References

- Acquier, A., Carbone, V., & Moatti, V. (2018). 'Teaching the Sushi Chef': hybridization work and CSR integration in a Japanese multinational company. *Journal of Business Ethics*, *148*(3), 625-645.
- Aguinis, H. (2011). Organizational responsibility: Doing good and doing well. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology*, Washington, DC: American Psychological Association, 855-879.
- Aguinis, H., & Glavas, A. (2019). On corporate social responsibility, sensemaking, and the search for meaningfulness through work. *Journal of Management*, *45*(3), 1057-1086.
- Ailawadi, K.L., Neslin, S.A., Luan, J., & Taylor, G.A. (2014). Does retailer CSR enhance behavioral loyalty? A case for benefit segmentation. *International Journal of Research in Marketing*, *31*(2), 156-167.
- Alt, E., & Craig, J.B. (2016). Selling issues with solutions: Igniting social intrapreneurship in for-profit organizations. *Journal of Management Studies*, *53*(5), 794-820.
- Andersson, L.M., & Bateman, T.S. (2000). Individual environmental initiative: Championing natural environmental issues in U.S. business organizations. *Academy of Management Journal*, *43*(4), 548-70.
- Angus-Leppan, T., Benn, S., & Young, L. (2010a). A sensemaking approach to trade-offs and synergies between human and ecological elements of corporate sustainability. *Business Strategy and the Environment*, *19*(4), 230-244.
- Angus-Leppan, T., Metcalf, L. & Benn, S. (2010b). Leadership Styles and CSR Practice: An Examination of Sensemaking, Institutional Drivers and CSR Leadership. *Journal of Business Ethics*, *93*(2), 189-213.
- Ashford, S.J., Rothbard, N.P., Piderit, S.K., & Dutton, J.E. (1998). Out on a limb: The role of context and impression management in selling gender-equity issues. *Administrative Science Quarterly*, *43*(1), 23-57.
- Aula, P., & Mantere, S. (2013). Making and breaking sense: An inquiry into the reputation change. *Journal of Organizational Change Management*, *26*(2), 340-352.
- Babu, N., De Roeck, K. & Raineri, N. (2020). Hypocritical organizations: Implications for employee social responsibility. *Journal of Business Research*, *114*(June), 376-384.
- Balmer, J.M.T. (1998). Corporate identity and the advent of corporate marketing. *Journal of Marketing Management*, *14*(8), 963-996.
- Balmer, J.M.T. (2001). Corporate identity, corporate branding and corporate marketing - Seeing through the fog. *European Journal of Marketing*, *35*(3/4), 248-291.
- Balmer, J.M.T. (2008). Identity-based views of the corporation: insights from corporate identity, organisational identity, social identity, visual identity, corporate brand identity and corporate image. *European Journal of Marketing*, *42*(9), 879-906.
- Balmer, J.M.T. (2009). Corporate marketing: apocalypse, advent and epiphany, *Management Decision*, *47*(4), 544-572.
- Balmer, J.M.T. (2011). Corporate marketing myopia and the inexorable rise of a corporate marketing logic: Perspectives from identity-based views of the firm. *European Journal of Marketing*, *45* (9/10), 1329-1352.

- Balmer, J.M.T., & Greyser, S.A. (2002). Managing the multiple identities of the corporation. *California Management Review*, 44(3), 72-86.
- Balmer, J.M.T., & Greyser, S.A. (2003). *Revealing the Corporation: Perspectives on Identity, Image, Reputation, Corporate Branding, and Corporate-level Marketing: an Anthology*. Psychology Press, 365 pages.
- Balmer, J.M.T., & Greyser, S. (2006). Corporate marketing: Integrating corporate identity, corporate branding, corporate communications, corporate image and corporate reputation. *European Journal of Marketing*, 40(7/8), 730-741.
- Balmer, J.M.T., Fukukawa, K., & Gray, E. (2007). The nature and management of ethical corporate identity: a commentary on corporate identity, corporate social responsibility and ethics. *Journal of Business Ethics*, 76(1), 7-15.
- Balmer, J.M.T., Powell, S.M., & Elving, W.J.L. (2009). Editorial: Explicating corporate identity. *Corporate Communications: An International Journal*, 14(4), 365-368.
- Balmer, J.M.T., Powell, S.M., & Greyser, S.A. (2011). Explicating ethical corporate marketing. Insights from the BP Deepwater Horizon catastrophe: The ethical brand that exploded and then imploded. *Journal of Business Ethics*, 102(1), 1-14.
- Balogun, J., & Johnson, G. (2004). Organizational restructuring & middle manager sensemaking. *Academy of Management Journal*, 47(4), 523-549.
- Bansal, P. (2003). From issues to actions: The importance of individual concerns and organizational values in responding to natural environment issues. *Organization Science*, 14(5), 510-27.
- Barnett, M. L., Henriques, I., & Husted, B. W. (2020). The rise and stall of stakeholder influence: How the digital age limits social control. *Academy of Management Perspectives*, 34(1), 48-64.
- Barkemeyer, R., Faugère, C. Gergaud, O. & Preuss, L. (2020). Media attention to large-scale corporate scandals: Hype and boredom in the age of social media. *Journal of Business Research*, 109(March), 385-398.
- Bartley, T., & Child, C. (2014). Shaming the corporation: The social production of targets and the anti-sweatshop movement. *American Sociological Review*, 79(4), 653-679.
- Bartunek, J., Krim, R., Necochea, R., & Humphries, M. (1999). Sensemaking, sensegiving, and leadership in strategic organizational development. In Wagner, J. (Ed.). *Advances in qualitative organizational research*, Greenwich, CT: JAI Press, 2, 37-71.
- Baskentli, S., Sen, S., Du, S., & Bhattacharya, C.B. (2019). Consumer reactions to corporate social responsibility: The role of CSR domains. *Journal of Business Research*, 95(February), 502-513.
- Basu, K., & Palazzo, G. (2008). Corporate social responsibility: a process model of sensemaking. *Academy of Management Review*, 33(1), 122-136.
- Bhattacharya, C.B., & Sen, S. (2004). Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California Management Review*, 47(1), 9-24.
- Bien, C., & Sassen, R. (2020). Sensemaking of a sustainability transition by higher education institution leaders. *Journal of Cleaner Production*, 256 (May), 1-13.
- Biraghi, S., & Gambetti, R.C. (2015). Corporate branding: Where are we? A systematic communication-based inquiry. *Journal of Marketing Communications*, 21(4), 260-283.
- Biraghi, S., Gambetti, R.C., & Schultz, D.E. (2017). Advancing a citizenship approach to corporate branding: A societal view. *International Studies of Management & Organization*, 47(2), 206-215.
- Bitektine, A., & Haack, P. (2015). The “macro” and the “micro” of legitimacy: Toward a multilevel theory of the legitimacy process. *Academy of Management Review*, 40(1), 49-75.

- Bolton, L.E., & Mattila, A.S. (2015). How does corporate social responsibility affect consumer response to service failure in buyer-seller relationships. *Journal of Retailing*, 91(1), 140-153.
- Boyd, D.E., McGarry, B.M. & Clarke, T.B. (2016). 'Exploring the empowering and paradoxical relationship between social media and CSR activism'. *Journal of Business Research*, 69(8), 2739-46.
- Briscoe, F., Chin, M.K., & Hambrick, D.C. (2014). CEO ideology as an element of the corporate opportunity structure for social activists. *Academy of Management Journal*, 57(6), 1786-1809.
- Brown, T. J., & Dacin, P.A. (1997). The Company and the Product: Corporate Associations and Consumer Product Responses. *Journal of Marketing*, 61(1), 68-84.
- Brown, T.J., Dacin, P.A., Pratt, M.G., & Whetten, D.A. (2006). Identity, intended image, construed image, and reputation: an interdisciplinary framework and suggested terminology. *Journal of the Academy of Marketing Science*, 34(1), 99-106.
- Bundy, J., Shropshire, C., & Buchholtz, A.K. (2013). Strategic cognition and issue salience: Toward an explanation of firm responsiveness to stakeholder concerns. *Academy of Management Review*, 38(3), 352-376.
- Byrch, C., Milne, M. J., Morgan, R., & Kearins, K. (2015). Seeds of hope? Exploring business actors' diverse understandings of sustainable development. *Accounting, Auditing & Accountability Journal*, 28(5), 671-705.
- Calton, J., & Payne, S. (2003). Coping with paradox: Multi-stakeholder learning dialogue as a pluralist sense making process for coping with messy problems. *Business & Society*, 42(1), 7-42.
- Campbell, M. & Winterich, K.P. (2018). A Framework for the Consumer Psychology of Morality in the Marketplace. *Journal of Consumer Psychology*, 28(2), 167-179.
- Carlini, J., Grace, D., France, C., & Lo Iacono, J. (2019). The corporate social responsibility (CSR) employer brand process: integrative review and comprehensive model. *Journal of Marketing Management*, 35(1/2), 182-205.
- Castello, I., Morsing, M. & Schultz, F. (2013). Communicative dynamics and the polyphony of corporate social responsibility in the network society. *Journal of Business Ethics*, 118(4), 683-694.
- Chernev, A. & Blair, S. (2015). Doing well by doing good: The benevolent halo of corporate social responsibility. *Journal of Consumer Research*, 41(6), 1412-1425.
- Choi, C.S., Cho, Y.N., Ko, E., Kim, S.J., Kim, K.H., & Sarkees, M.E. (2019). Corporate sustainability efforts and e-WOM intentions in social platforms. *International Journal of Advertising*, 38(8), 1224-1239.
- Christensen, L. T., Morsing, M., & Thyssen, O. (2013). CSR as aspirational talk. *Organization*, 20(3), 372-393.
- Christensen, L. T., Morsing, M., & Thyssen, O. (2020). Timely hypocrisy? Hypocrisy temporalities in CSR communication. *Journal of Business Research*, 114(June), 327-335.
- Chu, S-C., Chen, H-T., & Gan, C. (2020). Consumers' engagement with corporate social responsibility (CSR) communication in social media: Evidence from China and the United States. *Journal of Business Research*, 110(March), 260-271.
- Colleoni, E. (2013). CSR communication strategies for organizational legitimacy in social media. *Corporate Communications: An International Journal*, 18(2), 228-248.
- Colli, F. (2020). Indirect consumer activism and politics in the market. *Social Movement Studies*, 19(3), 249-267.
- Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. *Business Ethics: A European Review*, 16(1), 19-33.

- Cook, J., & Seith, B.J. (1992). Designing an effective environmental training program. *Journal of Environmental Regulation*, 2, 53-62.
- Coombs, W.T., & Holladay, S.J. (2015). How activists shape CSR: Insights from Internet contagion and contingency theories. In Adi, A., Grigore, G. & Crowther, D. (Eds), *Corporate Social Responsibility in the Digital Age*. Bingley: Emerald Group Publishing Limited, 7, 85–97.
- Cornelissen, J. (2012). Sensemaking under pressure: The influence of professional roles and social accountability on the creation of sense. *Organization Science*, 23(1), 118-137.
- Cornelissen, J., Christensen, L.T., & Kinuthia, K. (2012). Corporate brands and identity: developing stronger theory and a call for shifting the debate. *European Journal of Marketing*, 46(7/8), 1093-1102.
- Costas, J. & Kärreman, D. (2013). Conscience as control – managing employees through CSR. *Organization*, 20(3), 394–415.
- Cramer, J.M., van der Heijden, A., & Jonker, J. (2006a). Corporate social responsibility: Making sense through thinking and acting. *Business Ethics: A European Review*, 15(4), 380-389.
- Cramer, J.M., van der Heijden, A., & Jonker, J. (2006b). Making sense of corporate social responsibility. *Journal of Business Ethics*, 55(2), 215-222.
- Creed, W.D., Scully, M.A., & Austin, J.R. (2002). Clothes make the person? The tailoring of legitimating accounts and the social construction of identity. *Organization Science*, 13(5), 475–96.
- Crilly, D., Hansen, M., & Zollo, M. (2016). The grammar of decoupling: A cognitive-linguistic perspective on firms’ sustainability claims and stakeholders’ interpretation. *Academy of Management Journal*, 59(2), 705-729.
- Crilly, D., Ni, N., & Jiang, Y. (2016). Do-no-harm versus do-good social responsibility: Attributional thinking and the liability of foreignness. *Strategic Management Journal*, 37(7), 1316-1329.
- Crilly, D., Schneider, S.C., & Zollo, M. (2008). Psychological antecedents to socially responsible behavior. *European Management Review*, 5(3), 175–190.
- Crilly, D., Zollo, M., & Hansen, M. (2012). Faking it or muddling through? Understanding decoupling in response to stakeholder pressures. *Academy of Management Journal*, 55(6), 1429-1448.
- de Bakker, F.G.A., & den Hond, F. (2008). Introducing the politics of stakeholder influence: A review essay. *Business and Society*, 47(1), 8-20.
- de Chernatony, L., & Harris, F. (2000). Developing corporate brands through considering internal and external stakeholders. *Corporate Reputation Review*, 3(3), 268-274.
- De Roeck, K., Maon, F., & Lejeune, C. (2013). Taking up the challenge of corporate branding: An integrative framework. *European Management Review*, 10(3), 137-151.
- Delmas, M., & Toffel, M.W. (2004). Stakeholders and environmental management practices: an institutional framework. *Business strategy and the Environment*, 13(4), 209-222.
- den Hond F., & de Bakker F.G.A. (2007). Ideologically motivated activism: How activist groups influence corporate social change activities. *Academy of Management Review*, 32(3), 901–24.
- Du, S., Bhattacharya, C.B., & Sen, S. (2007). Reaping relational rewards from corporate social responsibility: The role of competitive positioning. *International Journal of Research in Marketing*, 24(3), 224-241.
- Dunn, K., & Harness, D. (2018). Communicating corporate social responsibility in a social world: the effects of company-generated and user-generated social media content on CSR attributions and scepticism. *Journal of Marketing Management*, 34(17/18), 1503-1529.

- Dunn, K., & Harness, D. (2019). Whose voice is heard? The influence of user-generated versus company-generated content on consumer scepticism towards CSR. *Journal of Marketing Management*, 35(9/10), 886-915.
- Dutton, J.E., Ashford, S. J., Lawrence, K. A., & Miner-Rubino, K. (2002). Red light, green light: Making sense of the organizational context for issue selling. *Organization Science*, 13(4), 355–369.
- Dutton, J.E., & Penner, W.J. (1993). The importance of organizational identity for strategic agenda building. In J. Hendry & G. Johnson (Eds.), *Strategic Thinking: Leadership and the Management of Change*. New York: Strategic Management Society, Wiley, 89-113.
- Edinger-Schons, L. M., Lengler-Graiff, L., Scheidler, S., & Wieseke, J. (2019). Frontline Employees as Corporate Social Responsibility (CSR) Ambassadors: A Quasi-Field Experiment. *Journal of Business Ethics*, 157(2), 359-373.
- Edinger-Schons, L. M., Lengler-Graiff, L., Scheidler, S., Mende, G., & Wieseke, J. (2020). Listen to the voice of the customer – First steps towards stakeholder democracy. *Business Ethics: A European Review*, 29(3), 510-527.
- Eesley, C., DeCelles, K. A., & Lenox, M. (2016). Through the mud or in the boardroom: Examining activist types and their strategies in targeting firms for social change. *Strategic Management Journal*, 37(12), 2425-2440.
- Egan, M. (2019). Sense-Making Resource Efficiency Through “Sustainability” Reports. *Journal of Business Ethics*, 154(3), 797–812.
- Ehlich, K.R., & Irwin, J.R. (2005). Willful Ignorance in the Request for Product Attribute Information. *Journal of Marketing Research*, 42(3), 266-277.
- Ellen, P.S., Webb, D.J., & Mohr, L.A. (2006). Building corporate associations: Consumer attributions for corporate socially responsible programs. *Journal of the academy of Marketing Science*, 34(2), 147-157.
- Fairfield, K.D. (2019). The Role of Sensemaking and Organizational Identification in Employee Engagement for Sustainability. *Organization Management Journal*, 16(4), 278-297.
- Fassin, Y., Van Rossem, A., & Buelens, M. (2011). Small-business owner-managers’ perceptions of business ethics and CSR-related concepts. *Journal of Business Ethics*, 98(3), 425-453.
- Ferrell, O.C., Harrison, D.E., Ferrell, L. & Hair, J.F. (2019). Business ethics, corporate social responsibility, and brand attitudes: An exploratory study. *Journal of Business Research*, 95(February), 491-501.
- Frooman, J. (1999). Stakeholder influence strategies. *Academy of Management Review*, 24(2), 191–205.
- Frooman, J., & Murrell, A. (2005). Stakeholder influence strategies: The roles of structural and demographic determinants. *Business and Society*, 44(1), 3-31.
- Gioia, D.A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal*, 12(6), 433–448.
- Gioia, D.A., & Thomas, J.B. (1996). Institutional identity, image, and issue interpretation: Sensemaking during strategic change in academia. *Administrative Science Quarterly*, 41(3), 370–403.
- Gioia, D.A., Thomas, J.B., Clark, S.M., & Chittipeddi, K. (1994). Symbolism and strategic change in academia: The dynamics of sensemaking and influence. *Organization Science*, 5(3), 363–383.
- Girschik, V. (2018). Shared Responsibility for Societal Problems: The Role of Internal Activists in Reframing Corporate Responsibility. *Business & Society*, 59(1), 34–66.
- Glozer, S., & Morsing M. (2020); Helpful hypocrisy? Investigating ‘double-talk’ and irony in CSR marketing communications. *Journal of Business Research*, 114(June), 363-375.

- Gollnhofer, J.F., Weijo, H.A., & Schouten, J.W. (2019). Consumer Movements and Value Regimes: Fighting Food Waste in Germany by Building Alternative Object Pathways. *Journal of Consumer Research*, 46(3), 460-482.
- Golob, U., Johansen, T.S., Nielsen, A.E., & Podnar, K. (2014). Corporate social responsibility as a messy problem: Linking systems and sensemaking perspectives. *Systemic Practice and Action Research*, 27(4), 363-376.
- Golob, U., & Podnar, K. (2019). Researching CSR and brands in the here and now: An integrative perspective. *Journal of Brand Management*, 26(1), 1-8.
- Golob, U., Podnar, K., Elving, W., Ellerup Nielsen, A., Thomsen, C., & Schultz, F. (2013). CSR communication: quo vadis? *Corporate Communications: An International Journal*, 18(2), 176-192.
- Gond, J-P., El Akremi, A., Swaen, V., & Babu, N. (2017). The psychological micro-foundations of corporate social responsibility: A person-centric systematic review. *Journal of Organizational Behavior*, 38(2), 225-246.
- Gond, J-P. & Moser, C. (2021). The reconciliation of fraternal twins: Integrating the psychological and sociological approaches to 'micro' corporate social responsibility. *Human Relations*, 74(1), 5-40.
- Grant, A. M., Dutton, J. E., & Rosso, B. D. (2008). Giving commitment: Employee support programs and the prosocial sensemaking process. *Academy of management journal*, 51(5), 898-918.
- Grappi, S., Romani, S., & Bagozzi, R.P. (2013). Consumer response to corporate irresponsible behavior: Moral emotions and virtues. *Journal of Business Research*, 66(10), 1814-1821.
- Green, S.E. (2004). A rhetorical theory of diffusion. *Academy of Management Review*, 29(4), 653-669.
- Green, S.E., & Li, Y. (2011). Rhetorical institutionalism/ Language, agency, and structure in institutional theory since Alvesson 1993. *Journal of Management Studies*, 48(7), 1662-1697.
- Guthey, E., & Morsing, M. (2014). CSR and the mediated emergence of strategic ambiguity. *Journal of Business Ethics*, 120(4), 555-569.
- Hadani, M., Doh, J. P., & Schneider, M. (2019). Social movements and corporate political activity: Managerial responses to socially oriented shareholder activism. *Journal of Business Research*, 95(February), 156-170.
- Hafenbrädl, S., & Waeger, D. (2017). Ideology and the micro-foundations of CSR: Why executives believe in the business case for CSR and how this affects their CSR engagements. *Academy of Management Journal*, 60(4), 1582-1606.
- Hahn, T., & Aragón-Correa, J.A. (2015). Toward cognitive plurality on corporate sustainability in organizations: The role of organizational factors. *Organization & Environment*, 28(3), 255-263.
- Hahn, T., Preuss, L., Pinkse, J., & Figge, F. (2014). Cognitive frames in corporate sustainability: Managerial sensemaking with paradoxical and business case frames. *Academy of Management Review*, 39(4), 463-487.
- Hanke, T. & Stark, W. (2009). Strategy development: Conceptual framework on corporate social responsibility. *Journal of Business Ethics*, 85(3), 507-516.
- Hatch, M.J., & Mirvis, P.H. (2010). Designing a positive image: Corporate branding CSR. In T. Thatchenkery, D. Cooperrider, & M. Avital (Eds), *Positive design and appreciative construction: From sustainable development to sustainable value* (Advances in Appreciative Inquiry, 3). Emerald Group Publishing Limited, Bingley, 35-55.
- Hatch, M.J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7/8), 1041-1064.

- Hatch, M.J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, 17(8), 590-604.
- Hawn, O., Chatterji, A.K., & Mitchell, W. (2018). Do investors actually value sustainability? New evidence from investor reactions to the Dow Jones Sustainability Index (DJSI). *Strategic Management Journal*, 39(4), 949-976.
- Haws, K.L., Winterich, K.P., & Naylor, R.W. (2014). Seeing the world through GREEN-tinted glasses: Green consumption values and responses to environmentally friendly products. *Journal of Consumer Psychology*, 24(3), 336-354.
- He, H.W., & Balmer, J.M.T. (2007). Identity studies: multiple perspectives and implications for corporate-level marketing. *European Journal of Marketing*, 41(7), 765-785.
- Hein, J. E., & Chaudhri, V. (2019). Delegitimizing the enemy: framing, tactical innovation, and blunders in the battle for the Arctic, *Social Movement Studies*, 18(2), 171-192.
- Helmig, B., Spraul, K., & Ingenhoff, D. (2016). Under positive pressure: How stakeholder pressure affects corporate social responsibility implementation. *Business & Society*, 55(2), 151-187.
- Hemingway, C. & Maclagan, P. (2004). Managers' personal values as drivers of corporate social responsibility. *Journal of Business Ethics*, 50(1), 33-44.
- Henriques, I., & Sadorsky, P. (1999). The Relationship between Environmental Commitment and Managerial Perceptions of Stakeholder Importance. *The Academy of Management Journal*, 42(1), 87-99.
- Herzig, C., & Moon, J. (2013). Discourses on corporate social ir/responsibility in the financial sector. *Journal of Business Research*, 66(10), 1870-1880.
- Hildebrand, D., Sen, S., & Bhattacharya, C.B. (2011). Corporate social responsibility: a corporate marketing perspective. *European Journal of Marketing*, 45(9/10), 1353-1364.
- Hill, J. 2001. Thinking about a more sustainable business: An indicators approach. *Corporate Environmental Strategy*, 8(1), 30-38.
- Hine, J.A.H.S., & Preuss, L. (2008). 'Society is out there, organisation is in here': On the perceptions of corporate social responsibility held by different managerial groups. *Journal of Business Ethics*, 88(2), 381-393.
- Hoffman, B.J., Bynum, B.H., Piccolo, R.F., & Sutton, A.W. (2011). Person-organization value congruence: How transformational leaders influence work group effectiveness. *Academy of Management Journal*, 54(4), 779-796.
- Howard-Grenville, J.A. (2006). Inside the "black box": How organizational culture and subcultures inform interpretations and actions on environmental issues, *Organization and the Environment*, 19(1), 46-73.
- Howard-Grenville, J.A. (2007). Developing issue-selling effectiveness over time: issue selling as resourcing. *Organization Science*, 18(4), 560-577.
- Humphreys, M., & Brown, A.D. (2008). An Analysis of Corporate Social Responsibility at Credit Line: A Narrative Approach. *Journal of Business Ethics*, 80(3), 403-418.
- Hur, W.M., Kim, H., & Woo, J. (2014). How CSR leads to corporate brand equity: Mediating mechanisms of corporate brand credibility and reputation. *Journal of Business Ethics*, 125(1), 75-86.
- Iivonen, K., & Moisander, J. (2015). Rhetorical construction of narcissistic CSR orientation. *Journal of Business Ethics*, 131(3), 649-664.
- Ioannou, I., & Serafeim, G. (2015). The impact of corporate social responsibility on investment recommendations: Analysts' perceptions and shifting institutional logics. *Strategic Management Journal*, 36(7), 1053-1081.
- Johansen, T.S., & Nielsen, A.E. (2011). Strategic stakeholder dialogues: a discursive perspective on relationship building. *Corporate Communications: An International Journal*, 16(3), 204-217.

- Jones, D.A. (2019). The psychology of CSR. In A. McWilliams, D.E. Rupp, D.S. Siegel, G.K. Stahl, & D.A. Waldman (Eds), *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*, Oxford University Press, 19-47.
- Joo, S., Miller, E.G., & Fink, J.S. (2019). Consumer evaluations of CSR authenticity: Development and validation of a multidimensional CSR authenticity scale. *Journal of Business Research*, 98(May), 236-249.
- Joutsenvirta, M. (2011). Setting boundaries for corporate social responsibility: Firm-NGO relationship as discursive legitimation struggle. *Journal of Business Ethics*, 102(1), 57-75.
- Karaosmanoglu, E., Altinigne, N. & Isiksal, D.G. (2016). CSR motivation and customer extra-role behavior: Moderation of ethical corporate identity. *Journal of Business Research*, 69(October), 4161-4167.
- Kemp, D., Keenan, J., & Gronow, J. (2010). Strategic resource or ideal source? Discourse, organizational change and CSR. *Journal of Organizational Change Management*, 23(5), 578-594.
- Khan, S. N. (2018). Making sense of the black box: An empirical analysis investigating strategic cognition of CSR strategists in a transitional market. *Journal of Cleaner Production*, 196(September), 916-926.
- Kimmit, J. & Munoz, P. (2018). Sensemaking the 'social' in social entrepreneurship. *International Small Business Journal*, 36(8), 859-886.
- King, B.G. (2008). A social movement perspective of stakeholder collective action and influence. *Business and Society*, 47(1), 21-49.
- King, B.G. & Soule, S.A. (2007). Social movements as extra-institutional entrepreneurs: the effect of protest on stock price returns. *Administrative Science Quarterly*, 52(3), 413-442.
- Kitchen, P. & Schultz, D. (2009). IMC: New horizon/false dawn for a marketplace in turmoil? *Journal of Marketing Communications*, 15(2/3), 197-204.
- Kollat, J., & Farache, F. (2017). Achieving consumer trust on Twitter via CSR communication. *Journal of Consumer Marketing*, 34(6), 505-514.
- Koporcic, N., & Halinen, A. (2018). Interactive Network Branding: Creating corporate identity and reputation through interpersonal interaction. *IMP Journal*, 12(2), 392-408.
- Koporcic, N., & Tornroos, J-A. (2019). Conceptualizing Interactive Network Branding in business markets: developing roles and positions of firms in business networks. *Journal of Business & Industrial Marketing*, 34(8), 1681-1691.
- Korschun, D., & Du, S. (2013). How virtual corporate social responsibility dialogs generate value: A framework and propositions. *Journal of Business Research*, 66(9), 1494-1504.
- Lacey, R., Kennett-Hensel, P.A., & Manolis, C. (2015). Is corporate social responsibility a motivator or hygiene factor? Insights into its bivalent nature. *Journal of the Academy Marketing Science*, 43(3), 315-332.
- Lange, D., & Washburn, N.T. (2012). Understanding attributions of corporate social irresponsibility. *Academy of Management Review*, 37(2), 300-326.
- Laskin, A.V. (2018). The third-person effects in the investment decision making: a case of corporate social responsibility. *Corporate Communications: An International Journal*, 23(3), 456-468.
- Lee, S. Y. (2016). How can companies succeed in forming CSR reputation?. *Corporate Communications: An International Journal*, 21(4), 435-449.
- Lee, Y., & Tao, W. (2020). Employees as information influencers of organization's CSR practices: The impacts of employee words on public perceptions of CSR. *Public Relations Review*, 46(1), 1-13.
- Lee, S.Y., Zhang, W., & Abitbol, A. (2019). What makes CSR communication lead to CSR participation? Testing the mediating effects of CSR associations, CSR credibility, and organization-public relationships, *Journal of Business Ethics*, 157(2), 413-429.

- Lee, Y.-J., Yoon, H.J., & O'Donnell, N.H. (2018). The effects of information cues on perceived legitimacy of companies that promote corporate social responsibility initiatives on social networking sites. *Journal of Business Research*, 83(February), 202-214.
- Leitch, S.R. (2017). The transparency construct in corporate marketing. *European Journal of Marketing*, 51(9/10), 1503-1509.
- Lim, A. (2019). Social movements and corporate social responsibility: From contention to engagement. In A. McWilliams, D.E. Rupp, D.S. Siegel, G. K., Stahl, & D.A., Waldman (Eds), *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*, Oxford University Press, 620-636.
- Lim, J.S., & Shim, K. (2019). Corporate social responsibility beyond borders: US consumer boycotts of a global company over sweatshop issues in supplier factories overseas. *American Behavioral Scientist*, 63(12), 1643-1664.
- Lim, R.E., Sung, Y.H., & Lee, W.-N. (2018). Connecting with global consumers through corporate social responsibility initiatives: A cross-cultural investigation of congruence effects of attribution and communication styles. *Journal of Business Research*, 88(July), 11-19.
- Lindgreen, A., Xu, Y., Maon, F., & Wilcock, J. (2012). Corporate social responsibility brand leadership: A multiple case study. *European Journal of Marketing*, 46(7-8), 965-993.
- Livesey, S.M. (2001). Eco-identity as discursive struggle: Royal Dutch/Shell, Brent Spar, and Nigeria. *Journal of Business Communication*, 38(1), 58-91.
- Maitlis, S. (2005). The social processes of organizational sensemaking. *Academy of Management Journal*, 48(1), 21-49.
- Maon, F., Swaen, V., & Lindgreen, A. (2017). One vision, different paths: An investigation of corporate social responsibility initiatives in Europe. *Journal of Business Ethics*, 143(2), 405-422.
- Maon, F., Vanhamme, J., De Roeck, K., Lindgreen, A., & Swaen, V. (2019). The dark side of stakeholder reactions to corporate social responsibility: Tensions and micro-level undesirable outcomes. *International Journal of Management Reviews*, 21(2), 209-230.
- McDonnell, M.H., King, B.G., & Soule, S.A. (2015). A dynamic process model of private politics activist targeting and corporate receptivity to social challenges. *American Sociological Review*, 80(3), 654-678.
- Melewar, T.C., Gotsi, M., & Andriopoulos, C. (2012). Shaping the research agenda for corporate branding: avenues for future research. *European Journal of Marketing*, 46(5), 600-608.
- Miller, K. E., & Fyke, J. P. (2020). Communication Professionals' Sensemaking of CSR: A Case Study of a Financial Services Firm. *Business and Professional Communication Quarterly*, 83(2), 184-203.
- Mirvis, P. (2012). Employee engagement and CSR: Transactional, relational, and developmental approaches. *California Management Review*, 54(1), 93-117.
- Moosmayer, D.C., & Davis, S.M. (2016). Staking Cosmopolitan Claims: How Firms and NGOs Talk About Supply Chain Responsibility. *Journal of Business Ethics*, 135(3), 403-417.
- Morsing, M. & Schultz, M. (2006). Corporate social responsibility communication: Stakeholder information, response and involvement strategies. *Business Ethics: A European Review*, 15(4), 323-338.
- Morsing, M., & Spence, L.J. (2019). Corporate social responsibility (CSR) communication and small and medium sized enterprises: The governmentality dilemma of explicit and implicit CSR communication. *Human Relations*, 72(12), 1920-1947.

- Muller, A., & Kräussl, R. (2011). The value of corporate philanthropy during times of crisis: The sensegiving effect of employee involvement. *Journal of Business Ethics*, *103*(2), 203–220.
- Murillo-Luna, J.L., Garcés-Ayerbe, C., & Rivera-Torres, P. (2008). Why do patterns of environmental response differ? A stakeholders' pressure approach. *Strategic Management Journal*, *29*(11), 1225-1240.
- Neville, B., & Menguc, B. (2006). Stakeholder multiplicity: Toward an understanding of the interactions between stakeholders. *Journal of Business Ethics*, *66*(4), 377–391.
- Öberseder, M., Schlegelmilch, B.B., & Murphy, P.E. (2013). CSR practices and consumer perceptions. *Journal of Business Research*, *66*(10), 1839–1851.
- Okazaki, S., Plangger, K., West, D., & Menéndez, H. D. (2020). Exploring digital corporate social responsibility communications on Twitter. *Journal of Business Research*, *117*(September), 675-682.
- Olins, W. (2000). How brands are taking over the organization. In M. Schultz, M.J. Hatch, & M.H. Larsen, *The Expressive Organization*, Oxford University Press, 51-65.
- Onkila, T., Mäkelä, M., & Jarvenpaa, M. (2017). Employee sensemaking on the importance of sustainability reporting in sustainability identity change. *Sustainable development*, *26*(3), 218-228.
- Onkila, T., & Siltaoja, M. (2017). One Rule to Rule Them All? Organisational Sensemaking of Corporate Responsibility. *Journal of Business Ethics*, *144*(1), 5–20.
- Opoku-Dakwa, A., & Rupp, D.E. (2019). Corporate social responsibility and meaningful work. In A., McWilliams, D. E. Rupp, D. S. Siegel, G. K., Stahl, & D. A., Waldman (Eds), *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*, Oxford University Press, 70-95.
- Osorio-Vega, P. (2019). The ethics of entrepreneurial shared value. *Journal of Business Ethics*, *157*(4), 981–995.
- Panagopoulos, N.G., Rapp, A.A., & Vlachos, P.A. (2016). I think they think we are good citizens: Meta-perceptions as antecedents of employees' reactions to corporate social responsibility. *Journal of Business Research*, *69*(8), 2781-2790.
- Pater, A., & van Lierop, K. (2006). Sense and sensitivity: The roles of organisation and stakeholders in managing corporate social responsibility. *Business Ethics: A European Review*, *15*(4), 339–351.
- Pedersen, E.R. (2006). Making corporate social responsibility (CSR) operable: How companies translate stakeholder dialogue into practice. *Business and Society Review*, *111*(2), 137–163.
- Peloza, J. & Shang, J. (2011). How can corporate social responsibility activities create value for stakeholders ? A systematic review. *Journal of the Academy of Marketing Science*, *39*(1), 117-135.
- Perera, C.R., & Hewege, C. (2016). Elderly consumers' sensitivity to corporate social performance. *Social Responsibility Journal*, *12*(4), 786-805.
- Plewa, C., Conduit, J., Quester, P.G., & Johnson, C. (2015). The Impact of Corporate Volunteering on CSR Image: A Consumer Perspective. *Journal of Business Ethics*, *127*(3), 643–659.
- Podnar, K., & Golob, U. (2007). CSR expectations: The focus of corporate marketing. *Corporate Communications: An International Journal*, *12*(4), 326–340.
- Podnar, K., & Golob, U. (2017). The quest for the corporate reputation definition: Lessons from the Interconnection model of identity, image, and reputation. *Corporate Reputation Review*, *20*, 186-192.
- Powell, S.M. (2011). The nexus between ethical corporate marketing, ethical corporate identity and corporate social responsibility. *European Journal of Marketing*, *45*(9/10), 1355-1379.

- Quazi, A.M. (2003). Identifying the determinants of corporate managers' perceived social obligations. *Management Decision*, 41(9), 822–831.
- Rasche, A., Morsing, M., & Moon, J. (2017). The changing role of business in global society: CSR and beyond. In A. Rasche, M. Morsing, and J. Moon (Ed.), *Corporate social responsibility: Strategy, communication, governance*, Cambridge, NY: Cambridge University Press, 1–30.
- Rehbein, K., Waddock, S., & Graves, S. (2004). Understanding shareholder activism: Which corporations are targeted? *Business and Society*, 43(3), 239-267.
- Reinecke, J., & Ansari, S. (2015). What is a “fair” price? Ethics as sensemaking. *Organization Science*, 26(3), 867–888.
- Richter, U.H., & Arndt, F.F. (2018). Cognitive processes in the CSR decision-making process: A sensemaking perspective. *Journal of Business Ethics*, 148(3), 587-602.
- Rindova, V. P., Williamson, I. O., Petkova, A. P., & Sever, J. M. (2005). Being good or being known: An empirical examination of the dimensions, antecedents, and consequences of organizational reputation. *Academy of Management Journal*, 48(6), 1033-1049
- Roberson, Q.M., & Stevens, C.K. (2006). Making sense of diversity in the workplace: Organizational justice and language abstraction in employees' accounts of diversity-related incidents. *Journal of Applied Psychology*, 91(2), 379–391.
- Robinson, S., & Eilert, M. (2018). The role of message specificity in corporate social responsibility communication. *Journal of Business Research*, 90(September), 260-268.
- Rouleau, L. (2005). Micro-practices of strategic sensemaking and sensegiving: How middle manager interpret and sell change every day. *Journal of Management Studies*, 42(7), 1413-43.
- Rowley, T. (2017). The power of and in stakeholder networks. In D. Wasieleski & J. Weber (Eds.), *Stakeholder Management: Business and society 360*. Emerald Publishing, 101-122.
- Rowley, T., & Moldoveanu, M. (2003). When will stakeholder groups act? An interest- and identity-based model of stakeholder group mobilization. *Academy of Management Review*, 28(2), 204-219.
- Russel, C.A., Russel, D.W., & Honea, H. (2016). Corporate social responsibility failures : How do consumers respond to corporate violations of implied social contracts. *Journal of Business Ethics*, 136(4), 759-773.
- Sauerwald, S., & Su, W. (2019). CEO overconfidence and CSR decoupling. *Corporate Governance: An International Review*, 27(4), 283-300.
- Schaefer, S. D., Terlutter, R., & Diehl, S. (2019). Is my company really doing good? Factors influencing employees' evaluation of the authenticity of their company's corporate social responsibility engagement. *Journal of Business Research*, 101(August), 128-143.
- Scandellius, C., & Cohen, G. (2016). Achieving collaboration with diverse stakeholders: The role of strategic ambiguity in CSR communication. *Journal of Business Research*(September), 69, 3487-3499.
- Scheidler, S., & Edinger-Schons, L.M. (2020). Partners in crime? The impact of consumers' culpability for corporate social irresponsibility on their boycott attitude. *Journal of Business Research*, 109(March), 607-620.
- Scherer, A.G., & Palazzo, G. (2007). Toward a political conception of corporate responsibility: Business and society seen from a Habermasian perspective. *Academy of Management Review*, 32(4), 1096-1120.
- Schoeneborn, D., Morsing, M., & Crane, A. (2020). Formative perspectives on the relation between CSR communication and CSR practices: Pathways for Walking, Talking, and T(w)alking. *Business & Society*, 59(1), 1-29.

- Schoeneborn, D., & Trittin, H. (2013). Transcending transmission: Towards a constitutive perspective on CSR communication. *Corporate Communications: An International Journal*, 18(2), 193-211.
- Schouten, E.M.J., & Remmé, J. (2006). Making sense of corporate social responsibility in international business: Experiences from Shell. *Business Ethics: A European Review*, 15(4), 365-379.
- Schultz, M., Chaney, D., & Debenedetti, A. (2016). An integrative perspective of closeness in retailing: From retailers' sense-giving to consumers' sense-making. *Journal of Retailing and Consumer Services*, 32(September), 218-226.
- Schultz, F., & Wehmeier, S. (2010). Institutionalization of corporate social responsibility within corporate communications: Combining institutional, sensemaking and communication perspectives. *Corporate Communications: An International Journal*, 15(1), 9-29.
- Scully, M. & Segal, A. (2002). Passion with an umbrella: Grassroots activists in the workplace. *Social Structure and Organizations Revisited*, 19, 125-168.
- Sen, S., Du, S., & Bhattacharya, C. B. (2016). Corporate social responsibility: A consumer psychology perspective. *Current Opinion in Psychology*, 10, 70-75.
- Sendlhofer, T. (2020). Decoupling from Moral Responsibility for CSR: Employees' Visionary Procrastination at a SME. *Journal of Business Ethics*, 167(2), 361-378.
- Selsky, J.W., & Parker, B. (2010). Platforms for Cross-Sector Social Partnerships: Prospective Sensemaking Devices for Social Benefit. *Journal of Business Ethics*, 94(1), 21-37.
- Sharma, S. (2000). Managerial interpretations and organizational context as predictors of corporate choice of environmental strategy. *Academy of Management Journal*, 43(4), 681-697.
- Sharma, G., & Good D. (2013). The Work of Middle Managers: Sensemaking and Sensegiving for Creating Positive Social Change. *The Journal of Applied Behavioral Science*, 49(1), 95-122.
- Sharma, A., & Kearings, K. (2011). Interorganizational Collaboration for Regional Sustainability: What Happens When Organizational Representatives Come Together? *The Journal of Applied Behavioral Science*, 47(2), 168-203.
- Skarmeas, D., & Leonidou, C.N. (2013). When consumers doubt, Watch out! The role of CSR skepticism. *Journal of Business Research*, 66(10), 1831-1838.
- Skilton, P.F., & Purdy, J.M. (2017). Authenticity, power, and pluralism: A framework for understanding stakeholder evaluations of corporate social responsibility activities. *Business Ethics Quarterly*, 27(1), 99-123.
- Skouloudis, A., Evangelinos, K., & Malesios, C. (2015). Priorities and perceptions of corporate social responsibility : An NGO perspective. *Corporate Social Responsibility and Environmental Management*, 22(2), 95-112.
- Sonenshein, S. (2006). Crafting social issues at work. *Academy of Management Journal*, 49(6), 1158-1172.
- Sonenshein, S. (2016). How corporations overcome issue illegitimacy and issue equivocality to address social welfare: the role of the social change agent. *Academy of Management Review*, 41(2), 349-366.
- Sonenshein, S., DeCelles, K., & Dutton, J.E. (2014). It's Not Easy Being Green: The Role of Self-Evaluations in Explaining Support of Environmental Issues. *The Academy of Management Journal*, 57(1), 7-37.
- Sorour, M.K., Boadu, M., & Soobaroyen, T. (in press). The role of corporate social responsibility in organizational identity communication, co-creation and orientation. *Journal of Business Ethics*, <https://doi.org/10.1007/s10551-020-04481-w>.

- Stigliani, I., & Elsbach, K.D. (2018). Identity co-formation in an emerging industry: Forging organizational distinctiveness and industry coherence through sensemaking and sensegiving. *Journal of Management Studies*, 55(8), 1323-1355.
- Štumberger, N., & Golob, U. (2016). On the discursive construction of corporate social responsibility in advertising agencies. *Journal of Business Ethics*, 137(3), 521-536.
- Sweetin, V.H., Knowles, L.L., Summey, J.H., & McQueen, K.S. (2013). Willingness-to-punish the corporate brand for corporate social irresponsibility. *Journal of Business Research*, 66(10), 1822-1830.
- Thiel, C., Bagdasarov, Z., Harkrider, L., Johnson, J.F., & Mumford, M.D. (2012). Leader ethical decision-making in organizations: Strategies for sensemaking. *Journal of Business Ethics*, 107(1), 49-64.
- Törmälää, M., & Gyrð-Jones, R. I. (2017). Development of new B2B venture corporate brand identity: A narrative performance approach. *Industrial Marketing Management*, 65(1), 76-85.
- Vallaster, C., Lindgreen, A., & Maon, F. (2012). Strategically leveraging corporate social responsibility: A corporate brand perspective. *California Management Review*, 54(3), 34-60.
- Vallaster, C., Maon, F., Lindgreen, A., & Vanhamme, J. (in press). Serving multiple masters: The role of micro-foundations of dynamic capabilities in addressing tensions in for-profit hybrid organizations. *Organization Studies*, <https://doi.org/10.1177/0170840619856034>.
- van der Heijden, A., & Cramer, J.M. (2017). Change agents and sustainable supply chain collaboration: A longitudinal study in the Dutch pig farming sector from a sensemaking perspective. *Journal of Cleaner Production*, 166, 967-987.
- van der Heijden, A., Driessen, P.J., & Cramer, J. M. (2010). Making sense of Corporate Social Responsibility: Exploring organizational processes and strategies. *Journal of Cleaner Production*, 18(18), 1787-1796.
- van der Heijden, A., Driessen, P. J., & Cramer, J. M. (2012). Change agent sensemaking for sustainability in a multinational subsidiary. *Journal of Organizational Change Management*, 25(4), 535-559.
- Vasi, I.B., & King, B.G. (2012). Social movements, risk perceptions, and economic outcomes: the effect of primary and secondary stakeholder activism on firms' perceived environmental risk and financial performance. *American Sociological Review*, 77(4), 573-596.
- Vasi, I.B., Walker, E.T., Johnson, J.S., & Tan, H.F. (2015). "No fracking way!" Documentary film, discursive opportunity, and local opposition against hydraulic fracturing in the United States, 2010 to 2013. *American Sociological Review*, 80(5), 934-959.
- Viveros, H. (2016). Examining stakeholders' perceptions of mining impacts and corporate social responsibility. *Corporate Social Responsibility and Environmental Management*, 23(1), 50-64.
- Vlachos, P., Panagopoulos, N.G., Bachrach, D.G., & Morgeson, F.P. (2017). The effects of managerial and employee attributions for corporate social responsibility initiatives. *Journal of Organizational Behavior*, 38(7), 1111-1129.
- Vlachos, P.A., Panagopoulos, N.G., & Rapp, A.A. (2013). Feeling good by doing good: Employee CSR-induced attributions, job satisfaction, and the role of charismatic leadership. *Journal of Business Ethics*, 118(3), 577-588.
- Vlachos, P.A., Panagopoulos, N.G., & Rapp, A.A. (2014). Employee judgments of and behaviors towards corporate social responsibility: A multi-study investigation of direct, cascading, and moderating effects. *Journal of Organizational Behavior*, 35(7), 990-1017.
- Vlachos, P.A., Theotokis, A., & Panagopoulos, N.G. (2010). Sales force reactions to corporate social responsibility: Attributions, outcomes, and the mediating role of organizational trust. *Industrial Marketing Management*, 39(7), 1207-1218.

- Vock, M., van Dolen, W., & Kolk, A. (2014). Micro-level interactions in business-nonprofit partnerships. *Business & Society*, 53(4), 517-550.
- Von Wallpach, S., Voyer, B., Kastanakis, M., & Mühlbacher, H. (2017). Co-creating stakeholder and brand identities: Introduction to the special section. *Journal of Business Research*, 70(1), 395-398.
- Waldman, D.A., Sully de Luque, M., Washburn, N., & House, R.J. (2006). Cultural and leadership predictors of corporate social responsibility values of top management: a GLOBE study of 15 countries. *Journal of International Business Studies*, 37(6), 823-37.
- Waldron, T. L., Navis, C., & Fisher, G. (2013). Explaining differences in firms' responses to activism. *Academy of Management Review*, 38(3), 397-417.
- Waldron, T. L., Navis, C., & Markman, G. (2019). Mighier than the Sword: How activists use rhetoric to facilitate perception change in industries. In A., McWilliams, D. E. Rupp, D. S. Siegel, G. K., Stahl, & D. A., Waldman (Eds), *The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*, Oxford University Press, 572-604.
- Walker, K. (2010). A systematic review of the corporate reputation literature: Definition, measurement, and theory. *Corporate Reputation Review*, 12(4), 357-387.
- Walsh, G., & Bartikowski, B. (2013). Exploring corporate ability and social responsibility associations as antecedents of customer satisfaction cross-culturally. *Journal of Business Research*, 66(8), 989-995.
- Wartick, S. (1992). The relationship between intense media exposure and change in corporate reputation. *Business & Society*, 31(1), 33 – 49.
- Weber, K., Rao, H., & Thomas, L.G. (2009). From streets to suites: How the anti-biotech movement affected German pharmaceutical firms. *American Sociological Review*, 74(1), 106-127.
- Wei, W., Kim, G., Miao, L., Behnke, C., & Almanza, B. (2018). Consumer inferences of corporate social responsibility (CSR) claims on packaged foods. *Journal of Business Research*, 83(February), 186-201.
- Weick, K.E. (1995). *Sensemaking in organisations*. Thousand Oaks, CA: Sage.
- Weick, K.E., Sutcliffe, K.M., & Obstfeld, D. (2005). Organizing and the process of sensemaking. *Organization Science*, 16(4), 409–421.
- Wickert, C.M.J., & de Bakker, F.G.A. (2018). Pitching for social change: Toward a relational approach to selling and buying social issues. *Academy of Management Discoveries*, 4(1), 50-73.
- Wilkinson, A., & Balmer, J.M.T. (1996). Corporate and generic identities: lessons from the Co-operative Bank. *International Journal of Bank Marketing*, 14(4), 22-35.
- Winkler, A-L.P., Brown, J.A., & Finegold, D.L. (2019). Employees as conduits for effective stakeholder engagement: An example from B corporations. *Journal of Business Ethics*, 160(4), 913–936.
- Wolfe, R.A., & Putler, D.S. (2002). How tight are the ties that bind stakeholder groups? *Organization Science*, 13(1), 64-80.
- Xie, C., Bagozzi, R.P., & Grønhaug, K. (2015). The role of moral emotions and individual differences in consumer responses to corporate green and non-green actions. *Journal of the Academy of Marketing Science*, 43(3), 333-356.
- Xie, C., Bagozzi, R.P., & Gronhaug, K. (2019). The impact of corporate social responsibility on consumer brand advocacy: The role of moral emotions, attitudes, and individual differences. *Journal of Business Research*, 95(February), 514-530.
- Yang, D., Wang, A., Zhou, K., & Jiang, W. (2019). Environmental strategy, institutional force, and innovation capability: A managerial cognition perspective. *Journal of Business Ethics*, 159(4), 1147-1161.

- Zagenczyk, T.J. (2004). Using social psychology to explain stakeholder reactions to an organization's social performance. *Business and Society Review*, 109(1), 97-101.
- Zietsma, C., & Winn, M. I. (2007). Building chains and directing flows: Strategies and tactics of mutual influence in stakeholder conflicts. *Business & Society*, 47(1), 68-101.

Table 1

List of articles investigating different stakeholders' sensemaking processes

MANAGERIAL CSR SENSEMAKING	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: <i>Livesey (2001); Calton & Payne (2003); Cramer, van der Heijden, & Jonker (2006a, 2006b); Pater & van Lierop (2006); Schouten & Rémé (2006); Basu & Palazzo (2008); Hine & Preuss (2008); Hanke & Stark (2009); Angus-Leppan, Benn, & Young (2010a); Angus-Leppan, Metcalf, & Benn (2010b); Selsky & Parker (2010); van der Heijden, Driessen, & Cramer (2010); Schultz & Wehmeier (2010); Fassin, Van Rossem, & Buelens (2011); Joutsenvirta (2011); Sharma & Kearings (2011); Sharma & Good (2013); Cornelissen (2012); Thiel, Bagdasarov, Harkrider, Johnson, & Mumford (2012); van der Heijden, Driessen, & Cramer (2012); Guthy & Morsing (2014); Golob, Johansen, Nielsen, & Podnar (2014); Hahn, Preuss, Pinkse, & Figge (2014); Iivonen & Moisander (2015); Reinecke & Ansari (2015); van der Heijden & Cramer (2017); Khan (2018); Kimmit & Munoz (2018); Richter, & Arndt (2018); Stigliani & Elsbach (2018); Osorio-Vega (2019); Egan (2019); Yang, Wang, Zhou, & Jiang (2019); Schoeneborn, Morsing, & Crane (2020); Bien & Sassen (2020); Sorour, Boadu, & Soobaroyen (in press)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' meaning creation processes: <i>Quazi (2003); Delmas & Toffel (2004); Hemingway & Maclagan (2004); Pedersen (2006); Maon, Lindgreen, & Swaen (2008); Hoffman, Bynum, Piccolo, & Sutton (2011); Bundy, Shropshire, & Buchholtz (2013); Costas & Kärreman (2013); Sonenshein, DeCelles, & Dutton (2014)</i></p>
EMPLOYEE CSR SENSEMAKING	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: <i>Roberson & Stevens (2006); Grant, Dutton, & Rosso (2008); Hine & Preuss (2008); Humphreys & Brown (2008); Angus-Leppan et al. (2010a); Vlachos, Panagopoulos, & Rapp (2013); Reinecke & Ansari (2015); Štumberger & Golob (2016); Onkila, Mäkelä, & Jarvenpää (2017); Onkila & Siltaoja (2017); Vlachos, Panagopoulos, Bachrach, & Morgeson (2017); Aguinis & Glavas (2019); Fairfield (2019); Babu, De Roeck, & Raineri (2020); Miller & Fyke (2020)</i></p> <p>Example of works relying on other conceptual frameworks to approach actors' meaning creation processes: <i>Pedersen (2006); Collier & Esteban (2007); Vlachos, Theotakis, & Panagopoulos (2010); Sonenshein, DeCelles, & Dutton (2014); Vlachos, Panagopoulos, & Rapp (2014); Panagopoulos, Rapp, & Vlachos (2016); Girschik (2018); Schaefer, Terlutter, & Diehl (2019)</i></p>
CUSTOMER CSR SENSEMAKING	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: <i>Angus-Leppan et al. (2010a); Schultz, Chaney, & Debenedetti (2016); Edinger-Schons, Lengler-Graiff, Scheidler, & Wieseke (2019); Edinger-Schons, Lengler-Graiff, Scheidler, Mende, & Wieseke (2020)</i></p> <p>Example of works relying on other conceptual frameworks to approach actors' meaning creation processes: <i>Ehlich & Irwin (2005); Ellen, Webb, & Mohr (2006); Du, Bhattacharya, & Sen (2007); Lange & Washburn (2012); Öberseder, Schlegelmilch, & Murphy (2013); Skarmeas & Leonidou (2013); Ailawadi, Neslin, Luan, & Taylor (2014); Haws, Winterich, & Naylor (2014); Bolton & Mattila (2015); Xie, Bagozzi, & Grønhaug (2015, 2019); Chernev & Blair (2015); Kollat & Farache (2017); Campbell & Winterich (2018); Karaosmanoglu, Altinigne, & Isiksal (2016); Perera & Hewege (2016); Lee, Yoon, & O'Donnell (2018); Lim, Sung, & Lee (2018); Wei, Kim, Miao, Behnke, & Almanza (2018); Baskentli, Sen, Du, & Bhattacharya (2019); Ferrell, Harrison, Ferrell, & Hair (2019); Gollnhofner, Weijo, & Schouten (2019); Joo, Miller, & Fink (2019); Scheidler & Edinger-Schons (2020); Glozer & Morsing (2020)</i></p>
OTHER EXTERNAL STAKEHOLDER CSR SENSEMAKING	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: <i>Livesey (2001); Calton & Payne (2003); Pater & van Lierop (2006); Schouten & Rémé (2006); Angus-Leppan et al. (2010a); Joutsenvirta (2011); Muller & Kräussl (2011); Reinecke & Ansari (2015); Skilton & Purdy (2017); Sorour et al. (in press)</i></p> <p>Example of works relying on other conceptual frameworks to approach actors' meaning creation processes: <i>Lange & Washburn (2012); Herzig & Moon (2013); Ioannou & Serafeim (2015); Crilly, Hansen, & Zollo (2016); Crilly, Ni, & Jiang (2016); Viveros (2016); Hawn, Chatterji, & Mitchell (2018); Laskin (2018); Barkemeyer, Faugère, Gergaud, & Preuss (2020); Skouloudis, Evangelinos, & Malesios (2015); Glozer & Morsing (2020)</i></p>

Table 2

List of articles investigating different stakeholders' inward and outward sensegiving processes

	TO MANAGERS	TO EMPLOYEES	TO CUSTOMERS	TO OTHER EXTERNAL STAKEHOLDERS
<p>MANAGERIAL CSR SENSEGIVING</p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Cramer, van der Heijden, & Jonker (2006a, 2006b); Sonenshein (2006); Humphreys & Brown (2008); Selsky & Parker (2010); van der Heijden, Driessen, & Cramer (2012); Sharma & Good (2013); Golob, Johansen, Nielsen, & Podnar (2014); Sonenshein (2016); Stigliani & Elsbach (2018); Yang, Wang, Zhou, & Jiang (2019); Bien & Sassen (2020)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Ashford, Rothbard, Piderit, & Dutton (1998); Bansal (2003); Dutton, Ashford, Lawrence, & Miner-Rubino (2002); Howard-Grenville (2006, 2007); Kemp, Keenan, & Gronow (2010); Alt & Craig (2016); Acquier, Carbone, & Moadi (2018); Wickert & de Bakker (2018); Opoku-Dakwa & Rupp (2019)</i></p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Calton & Payne (2003); Humphreys & Brown (2008); Hanke & Stark (2009); van der Heijden, Driessen, & Cramer (2010); van der Heijden et al. (2012); Sharma & Good (2013); Vlachos, Panagopoulos, & Rapp (2014); Scandeliuss & Cohen (2016); Stigliani & Elsbach (2018); Yang et al. (2019); Schoeneborn, Morsing, & Crane (2020)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Cook & Seith (1992); Bansal (2003); Howard-Grenville (2006); Kemp et al. (2010); Costas & Kärreman (2013); Korschun & Du (2013); Acquier et al. (2018); Opoku-Dakwa & Rupp (2019)</i></p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Morsing & Schultz (2006); Hanke & Stark (2009); Iivonen & Moisander (2015); Scandeliuss & Cohen (2016); Schultz, Chaney, & Debenedetti (2016); Edinger-Shons, Lengler-Graiff, Scheidler, & Wieseke (2019); Schoeneborn et al. (2020)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Du, Bhattacharya, & Sen (2007); Korschun & Du (2013); Lee (2016); Kollat & Farache (2017); Lim, Sung, & Lee (2018); Robinson & Eilert (2018); Jones (2019); Christensen, Morsing, & Thyssen (2020); Glozer & Morsing (2020); Okazaki, Plangger, West, & Menéndez (2020)</i></p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Livesey (2001); Calton & Payne (2003); Morsing & Schultz (2006); Pater & van Lierop (2006); Hanke & Stark (2009); Schultz & Wehmeier (2010); Joutsenvirta (2011); Comelissen (2012); Sharma & Good (2013); Guthey & Morsing (2014); Golob et al. (2014); Iivonen & Moisander (2015); Reinecke & Ansari (2015); Moosmayer & Davis (2016); Scandeliuss & Cohen (2016); van der Heijden & Cramer (2017); Skilton & Purdy (2017); Yang et al. (2019); Schoeneborn et al. (2020); Sorour, Boadu, & Soobaroyen (in press)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Korschun & Du (2013); Crilly, Zollo & Hansen (2012); Lee (2016); Christensen et al. (2020); Glozer & Morsing (2020)</i></p>
<p>EMPLOYEE CSR SENSEGIVING</p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Sonenshein, DeCelles, & Dutton (2014); Sonenshein (2016); Babu, De Roeck, & Raineri (2020)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Andersson & Bateman (2000); Scully & Segal (2002); Bansal (2003); Neville & Menguc (2006); Howard-Grenville (2006); Kemp et al. (2010); Johansen & Nielsen (2011); Creed, Scully, & Austin (2012); Korschun & Du</i></p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Sonenshein (2006); Sonenshein et al. (2014); Sonenshein (2016); Onkila & Siltaja (2017); Babu et al. (2020)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Andersson & Bateman (2000); Scully & Segal (2002); Bansal (2003); Howard-Grenville (2006); Collier & Esteban (2007); Kemp et al. (2010); Creed et al. (2012)</i></p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Babu et al. (2020)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Vlachos, Theotokis, & Panagopoulos (2010); Vlachos, Panagopoulos, Bachrach, & Morgeson (2017); Edinger-Schons et al. (2019); Lee & Tao (2020); Plewa, Conduit, Quester, & Johnson (2015)</i></p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology:</p> <p><i>Babu et al. (2020)</i></p> <p>Examples of works relying on other conceptual frameworks to approach actors' attempts to influence meaning creation of others:</p> <p><i>Vlachos et al. (2017); Vock, van Dolen, & Kolk (2014); Winkler, Brown, & Finegold (2019)</i></p>

	(2013); Briscoe, Chin, & Hambrick (2014); Alt & Craig (2016); Girschik (2018); Opoku-Dakwa & Rupp (2019); Sendlhofer (2020)			
CUSTOMER CSR SENSEGIVING	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: Scheidler & Edinger-Schons (2020)</p> <p>Examples of works relying on other conceptual frameworks to approach actors’ attempts to influence meaning creation of others: Delmas & Toffel (2004); Johansen & Nielsen (2011); Grappi, Romani, & Bagozzi (2013); Korschun & Du (2013); Sweetin, Knowles, Summey, & McQueen (2013); Boyd, McGarry, & Clarke (2016); Karaosmanoglu, Altinigne, & Isiksal (2016); Neville & Menguc (2006); Russel, Russel, & Honea (2016); Gollnhofer, Weijo, & Schouten (2019); Lee, Zhang, & Abitbol (2019); Lim & Shim (2019); Chu, Chen, & Gan (2020); Okazaki et al. (2020)</p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: /</p> <p>Examples of works relying on other conceptual frameworks to approach actors’ attempts to influence meaning creation of others: Johansen & Nielsen (2011); Grappi et al. (2013); Korschun & Du (2013); Opoku-Dakwa & Rupp (2019)</p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: /</p> <p>Examples of works relying on other conceptual frameworks to approach actors’ attempts to influence meaning creation of others: Korschun & Du (2013); Grappi et al. (2013); Skarmeas & Leonidou (2013); Walsh & Bartikowski (2013); Lacey, Kennett-Hensel, & Manolis (2015); Xie, Bagozzi, & Grønhaug (2015); Boyd et al. (2016); Karaosmanoglu et al. (2016); Kollat & Farache (2017); Dunn & Harness (2018, 2019); Choi et al. (2019); Edinger-Schons et al. (2019); Gollnhofer et al. (2019); Lim & Shim (2019); Xie, Bagozzi, & Grønhaug (2019); Chu et al. (2020); Okazaki et al. (2020)</p>	<p>Works relying on an explicit sensemaking–sensegiving framework and/or terminology: /</p> <p>Examples of works relying on other conceptual frameworks to approach actors’ attempts to influence meaning creation of others: Korschun & Du (2013); Grappi et al. (2013); Kollat & Farache (2017); Lim & Shim (2019)</p>

Fig.1. A network-based conceptualization of the interactive CSR corporate branding process.

