CSR DISCLOSURE: A COMPARISON OF THE MOST REPUTABLE TURKISH AND MULTINATIONAL CORPORATIONS

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ABSTRACT

The study's purpose is to reveal how the most reputable Turkish and multinational companies disclose their Corporate Social Responsibility (CSR) issues online. The main focus of present study is on the CSR communication but especially on the interaction between corporate reputation and CSR.This paper investigates the ways in which the most reputable corporations from emerging countries disclose their CSR issues. The institutions have begun to take care of community's needs while determining their corporate objectives and strategies in place of commonly used the values of individual care. Importance of CSR disclosures came into prominence at this stage.

The first question of the thesis is how do the most reputable companies communicate their CSR issues on digital media. Based on content analysis of the most reputable Turkish and the multinational companies, this research analyzes the content of corporate social responsibility disclosures according to ten content categories defined by Capriotti and Moreno (2007) and interactivity level of digital media in regard to their digital CSR disclosures.

The second question is about the availability of the devices which are used to enable interactivity, on digital media. The third question is related to the interactivity level of Turkish and multinational companies' digital CSR disclosures. By using Dholakia et al.'s (2000) Six Interactivity Dimensions in the way stated in that study, all of the digital CSR disclosures were analyzed.

Various issues related to CSR concept are identified in this study. According to our findings, the most reputable Turkish and multinational companies have adopted their social responsibilities and also they tend to communicate about their responsibilities on their digital media but we can say that the multinational companies are superior than Turkish companies while communicating their CSR issues on digital media. The findings reveal that the multinational companies tend to interact with their publics more than Turkish companies via digital channels.

This study has identified a definition and set of criteria that may be useful to public relations practitioners in understanding CSR-related issues and applying interactivity to digital CSR disclosures.

Key Words: Corporate Social Responsibility (CSR), Corporate Reputation, Corporate Social Responsibility Disclosure, Corporate Social Responsibility Interaction

ÖZET

Bu çalışmanın amacı en itibarlı Türk ve çokuluslu şirketlerin online Kurumsal Sosyal Sorumluluk (KSS) konularının nasıl beyan ettiklerinin ortaya koyulmasıdır. Bu çalışma, kurumsal itibar ve kurumsal sosyal sorumluluk etkileşimine vurgu yaparak kurumsal sosyal sorumluluk iletişimine odaklanmaktadır. Bu çalışma mevcut ülkelerdeki en itibarlı şirketlerin kendi online kurumsal sosyal sorumluluk konularının beyan edilmesini incelemektedir.

Kurumlar kendi kurumsal amaçlarını ve stratejilerini belirlerken, toplumların ihtiyaçlarını dikkate almaya başlamışlardır. Çünkü çoğunlukla kullanılan klasik yaklaşımların yerini bireysel değerler almıştır. Bu aşamada KSS beyanları önem kazanmıştır.

Tezin ilk sorusu en itibarlı şirketlerin dijital medyada kendi KSS konularında nasıl iletişim kurduğu hakkındadır. Bu çalışma içerik analizine dayanmaktadır. Capriotti ve Moreno (2007) tarafından tanımlanmış 10 içerik kategorisine, dijital medyaların interaktif düzeylerine kendi dijital KSS beyanlarına göre analiz edilmiştir

İkinci soru etkileşim araçlarının bulunma durumuyla ilgilidir. Bu araçlar aynı zamanda dijital medyada interaktiviteye olanak sağlamaktadır. Üçüncü soru Türk ve yabancı şirketlerin dijital KSS beyanlarının interaktiflik düzeyleriyle ilgilidir. Tezin kavramsallaştırma kısmında söylendiği üzere, tüm dijital KSS beyanları, Dholakia vd.'nin (2000) 6 etkileşim boyutları temel alınarak analiz edilmiştir.

KSS konseptiyle ilgili çeşitli konular bu çalışmada tanımlanmıştır. Bizim bulgularımıza göre, en itibarlı Türk ve uluslararası şirketler kendi sosyal sorumluluklarını benimsiyorlar ve kendi dijital medyalarında kendi sorumlulukları hakkında iletişim kurma eğilimindeler fakat denebilir ki, uluslararası şirketler Türk şirketlere göre kendi KSS konularında kendi dijital medyalarında iletişim kurmada daha üstündürler.

Bulgularımız ortaya çıkarmaktadır ki uluslararası şirketler kendi dijital medyalarında kendi kamularıyla etkileşim kurmada Türk şirketlerine oranla daha iyidirler.

Bu çalışma, halkla ilişkiler uygulayıcılarına yararlı olabilecek KSS ile ilgili konuları anlamada ve dijital KSS beyanlarının interaktifliğine başvurmada bir çok kriter ve tanımlama yapmıştır.

Anahtar Kelimeler: Kurumsal Sosyal Sorumluluk (KSS), Kurumsal İtibar, Kurumsal Sosyal Sorumluluk Beyanı, Kurumsal Sosyal Sorumluluk Etkileşimi

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1. INTRODUCTION

The globalization of the world and dynamic technological developments have forced the organizations to behave in a responsible and ethical manner to their internal and external publics in order to sustain their existence. Therefore, the organizations has started to be careful not to behave in a manner which conflicts with the requirements and expectation of their business and social environment. This brings the importance of Public Relations (PR) which facilitates the organizations to come together with their environment on a common basis.

The organizations has started to look like each other in terms of quality of production and cost due to the recent developments in the world. For gaining advantageous position versus the competitors and meeting the needs of addressed consumers, the organization has initiated new 'Corporate Social Responsibility (CSR) Projects'. To place value on the individuals has superseded the role of conventional old approaches.Therefore, the organizations has started to take requirements of public\ social group when they determine their targets and strategies.In this respect, the importance of the CSR projects has now come in the frontline.

There are respects that CSR is seen providing positive contribution to organization own image. Since the main function of public relations is to improve the corporate reputation, the relationship between the social responsibility and the public relations can be more easily from this aspect. Creating, sustaining, and reinforcing the reputation of organization, improving its prestige, and providing the organization with a good image is some of the most important objectives of the Public Relations.

In this way, the management of CSR topics and their CSR communication via traditional and online media, has become one of the main tasks in Public Relation (Bıçakçı, 2015).

Those who have been involved in PR business since 1995 have witnessed enormous changes in this field.Two pages press release has left its place to two pages e-mail.The Internet revolutions although not changing the basic principles of PR has completely changed the way of how PR is carried out.The use of web sites in PR has enabled the executives to provide information needed by different organizations.Especially, when web is used to communicate CSR activities, it also becomes a tool to build corporate image.The organizations has capacity to build a wide spread data archive to serve their working people,investors,consumers and journalists. Although Sayımer (2008) has approached CSR as tool to increase corporate image, this is rather a reductive interpretation of the issue. In this study, CSR is taken as a major managerial paradigm which has a core interrelation with corporate reputation.

CSR initiatives, can initially enhance corporate reputation (Sirsly & Lvina, 2016). Furthermore, the organizations get important advantages to enter into new markets and gain consumer confidence, social identity, achieving competition superiority, strong ties to organization and strong reputation. This study focuses on CSR communication with a particular emphasis on corporate reputation-CSR interaction. This thesis investigates the ways in which the most reputable corporations from

emerging countries disclose their CSR issues online where the CSR concept is taken as an organization's basic perspective and a primary asset.

Koc Holding,Turkcell,Arcelik rank among the most admired top three companies in 2015 by Capital which is one of the most important Turkish business journals.This magazine cooperate with Spring Professional in order to make this happen research also Opet, Garanti Bank, Eti Nourishment, Unilever Turkey, Migros, Eczacıbaşı Vitra, EnerjiSa, Coca-Cola Turkey, Pınar Milk, Mercedez-Benz Turkey, Novartis Turkey, Eregli Iron and Steel, TEB Faktoring, Ekol Logistic, Garanti Leasing, Allianz Insurance, Şişecam are not only the leaders of their sector but also the most admired companies (http://www.hurriyet.com.tr/turkiyenin-en-begenilen-sirketleri-aciklandi-40096542).

Reputation Institute, which is a private consulting firm offering global service, is located in New York/USA. This company conducted a research that includes 150,000 interviews about the 100 most reputable companies around the world. The companies were all ones (http://www.rankingthebrands.com/PDF/CSR%20Global%20RepTrak%202015,%20Reputation%20Institute.pdf) and this research is published by Forbes, as well. Google, BMW, The Walt Disney Company, Microsoft, Daimler, Lego, Apple, Intel, Rolls-Royce Aerospace, Rolex, Volkswagen, Johnson & Johnson, Adidas, Canon, Philips Electronics, Sony, Michelin, Nestle, Robert Bosch, Samsung Electronics companies rank the best top twenty in 2015 Global CSR RepTrak

(http://www.forbes.com/pictures/mkl45ekelm/4-microsoft/). Due to these reasons, these companies have been identified as sample.

In the first part of the thesis, statement of problems, research questions and thesis objective were mentioned. Various issues are related to CSR concept and disclosures were identified and also interactivity dimensions and the link between corporate reputation and CSR were included in the second part of the thesis because This study focuses on CSR communication with a particular emphasis on corporate reputation-CSR interaction. After being informed about the method of the thesis, it was given from the sample of the thesis in the third part of the thesis. The research questions of the thesis were tried to be answered in the fourth part of the thesis. In the last part of the thesis, general results of the research have been put forward and these results have been tried to be discussed.

All reputable companies have to share their economic and environmental impacts and reveal their corporate govarnance issue to their stakeholders in a much more transparent way so it’s indicator of being social responsible towards their stakeholders In developed and developing countries the most reputable companies operate, they must be in a responsible manner to their stakeholders and they reflect this behavior interactively to their different kinds of publics. It may not be noted for undeveloped countries.

1.1. Statement of Problems

The institutions have begun to take care of community's needs while determining their corporate objectives and strategies in place of commonly used the values of individual care. Importance of CSR disclosures came into prominence at this stage. After examining the concepts of CSR and CSR disclosure via digital media, the following three questions are to be answered in this study.

1. How the most reputable corporations are communicating their CSR issues on digital media?
2. Which online devices are available to enable interactivity regarding CSR-related issues?
3. Is there difference between the interactivity level of Turkish and multinational companies' digital CSR disclosures?

1.2. Thesis Objective

The study's purpose is to reveal how the most reputable Turkish and the multinational companies disclose their CSR issues online.

2. LITERATURE REVIEW

2.1. The Concept of Corporate Social Responsibility

The concept of “social responsibility” is a term that dates back to ancient times. In Ancient China, Egypt, and Sumer, there were certain rules that regulated the commerce in parallel with the interest of majority of the society. Since those days, the organizations having higher level of social responsibility have enjoyed higher growth ratios under favor of their concerns about the society (Chandler & Werther, 2006).

In order to clarify the efforts to define relating to Corporate Social Responsibility Projects, it will avail to remember the regulations we faced in the years when global capitalism became popular at an international level (Durna & Açıkalın, 2010, 30).

The period in the early of 1920s is considered of the birth of the concept “CSR” by many authors. The development of the issue differs before and after the period. It will be helpful to handle the issue under two titles as preindustrial and postindustrial. In the period of preindustrial between the 12th and 18th centuries, operating activities were far from the scientific basis and the enterprises were small scale shops and firms that made production to order. Throughout the middle ages, business operations and economy were considered from the religious perspective, and managers and those who were engaged in commercial activities gave shape to their sense of obligation by force of the religious believes (Aktan & Börü, 2007, 22-23).

The events underlying the applications of management and administration are that the stream engine was invented in 1765 by James Watt and then used as a source of energy in production and thus the plant layout started. Upon accepting the opinion that benefits which an individual provides as a conclusion of actions that he enters for personal interests will maximize the benefit of society as well, new values have arisen and this accords with the philosophy of industrialization (Aktan & Börü, 2007, 22-23).

In the 1960s, many issues including employee rights, life salary, environment-friendly production, consumer rights, insured employment…etc., were handled and various relevant suggestions were voiced. And also in those years, the role of non-governmental organizations in the community gained importance and remarkable steps concerning racial segregation and woman rights were taken. Enterprises that were involved in the changes throughout the 1960s started to fulfil the corporate social responsibilities by developing a set of applications (Aktan & Börü, 2007,25).

Among the major applications of corporate social responsibilities that were seen in the enterprises in the 1970s were briefings for the company partners, acting fair in employment, sharing profits, advertising ethically, preserving the environment, operating by considering the effects of operations on the community. In those years, it was observed that the enterprises did the efforts to fulfil the economic and legal obligations and also carry on the voluntary activities due to the fact that the advantages which the enterprises benefited from the corporate social responsibilities were not declared clearly. Today enterprises, however, act within a plan and develop a

strategy for the applications of corporate social responsibility (Aktan & Börü, 2007,25).

In the 1980's the issue of corporate responsibility attained power in the United States and the United Kingdom as a result of corporate collapses, corporate raiders, business frauds, increased globalization, society turning to business to engage in finding solutions to societal problems and increased mistrust of the public in the honesty of large corporations. Issues concerning governance, transparency and accountability emerged more strongly. Today, the new rules of the game compose of highlighting corporate social responsibility which has been shaped by past progress and rules of management which have been adapted to reflect today's more challenging public. The idea that the need for having ecological, environmental, economic, and social equilibrium indicates that the private sector is plays important role in finding solutions for mentioned consumer concerns. The organizations initiated efforts to develop and publish new policies and to increase internal training and communication programs in order to improve the visibility. These companies entered into lobby activities in order to have influence on the public opinion and government. For instance, some of the organizations started "catching-up" efforts. Providing the minorities with equal employment opportunities can be given as example for these efforts. (Garcia, 2004).

In the 1990s, it was seen that the concepts, quality and mutual profit, and the responsibilities, social and information sharing, again started to gain importance for the companies and international organizations as a natural consequence of the movements of globalization and privatization. Kofi Annan, who was the general secretary of UN, made the most significant effort and organized a summit for the

leading businessmen from entire world. The aim of that summit was to sign, implement and reinforce the Global Compact at the world economic forum, which was conducted in Davos in year 1990 (Berker, 2008, 32).

CSR, passed at different process from past to present and came into prominence in different times and sizes. This concept can be observed among the people as collective work concept when it is examined on the basis of the institutions is used in the form of CSR. As we have observed in the historical development of CSR, existence of this concept who is based on ancient times, especially for organizations started to gain importance in the early twentieth century. By the time it went from being a "vehicle", forming in public for each individual who wants to live better conditions and hence the institution has become a "purpose" (Aydede, 2007, 20-21).

CSR stays in the front place to deal with the relation of the society and business enterprise, establishments and its importance is growing day by day.The societies having highly educated people,dynamic requirements and expectations,intensive aid new works on human rights and democratisation, are questioning not only the basic operations but also the operations behind and they pay attention to the business enterprise according to how the enterprise responds to CSR.Business enterprise has become important units influencing the society and this influence urges to take the necessary actions.In this respect, last fifty years CSR has now changed and evolved radically in terms of its scope and functions (Sarıkaya, 2008, 4).

We see that CSR term has emerged from the necessity to satisfy the requirements of the fast changing dynamic economic,social and politic environments.Today, it has become necessary for the organizations to establish coherent relations with internal and external bodies in order to be successful in their business.The organizations and the establishments are not only treated as an economical body but also they are treated as social value.While the organizations earns money,they also have started to keep in mind that they have social responsibility towards society.Therefore, it has become necessary to employ PR professionals who understand the expectations and demands of the society and deliver these demands up to top level managements and authorities (Bilbil, 2010, 59).

The literature and definitions of CSR dates back to early 1950s. One of the first books was the book titled “Social Responsibilities of the Businessman”, which was written by Howard in year 1953. This book highlighted the companies’ role that passes beyond the financial interests. Bowen can be considered as one of the first authors using the term “Corporate Social Responsibility”. In 1980s and 1990s, despite the lower levels of definitions, more efforts were made in order to make analyses and carry out studies on the aim of operationalization of CSR (Garcia, 2004).

By the use of CSR ,it is in general meant that the business organization carries out its production to achieve its growth target by taking the necessary precautions to avoid danger to the environment.However, this is an an inadequate definition.An organization has also responsibilities for the partners who may be affected by the decision and operations of the organization in terms of direct and indirect relations as

well as the responsibilities against the society and environment (Aktan & Börü, 2007, 13).

CSR also includes relationships between institutions (or other large organizations) and communities in which they interact. CSR also includes the responsibilities existing on both sides of this relationship (Chandler & Werther, 2006).

CSR was described in different ways. But, in all of these definitions, the CSR contains (1) the community that make use of various ways, which are not directly related with the interests of organization's financial position, and (2) participating to the needs of various stakeholder of company. The stakeholder can be defined as an individual or a group that influences or is influenced by the company (Freeman 1984, as citied in Basil & Erlandson, 2008).Although the term of CSR has been mentioned in general,made popular and taught to the public through media by the communication and PR staff of the organization, the CSR should not be treated as the only single way of the PR or the only unique tool for public relations (Bıçakçı,2011).In today's harsh competitive environment,The consumer expectations from the company or trade may include rational factors such as the product performance or emotional factors such as trade identity.The people nowadays question the place of the organizations in the society and they are looking for indications whether the organizations are a good 'corporate citizen' (Özgen, 2006, 26).

On the other hand, Kotler describes CSR as an assumed liability to improve the public welfare through organization sources and voluntary applications. The main point in this description implies that CSR is considered to be a voluntary work rather than a mandatory applications forced by law.CSR functions in Kotler description is based on a voluntary responsibility (Kotler & Lee, 2008).

Some of the terms that have the similar meaning with CSR are the corporate citizenship and sustainable development. These terms indicate that the organizations should play role in the social and ethical results of their actions and pursue the bottom line. (Carroll,2008 as citied in Tang, Gallagher, Bie). In some of the models, the organization's CSR practices pass beyond the adaptation and reaches at the point, where the company seems to make effort for social good, which is required by the legal legislations and passes beyond the interests of the organization. The objective of CSR was defined by Prathima as postulating the corporate actions responsibility and encouraging the positive influence on the environment and stakeholders that includes the customers, employees, investors, and other shareholders (Prathima, 2015) but we approach the CSR concept from managerial lens in this thesis.

L'etang emphasized that, while the CSR programs are in fact proved from the utilitarian aspect, many attempts were made in order to monitor and assess the effects of programs. According to L'etang, the insufficient level of evaluation in organizations would lead these organizations into a position, where they would have no contribution to the "general happiness". In sum, when considering the CSR that

was justified from the utilitarian aspect, it is required to present the cost-benefit analysis from the point of view of donors, recipients and general society (L'etang, 2006 as citied in Somerville & Wood, 2012).

The CSR activities are related with the economic, legal, ethical, and philanthropic concerns of the stakeholders, since they influence the companies' plans and actions. The solutions to be offered regarding these concerns to these issues should be on the focal point of a successful CSR perspective (Chandler &Werther, 2006).

One might consider the CSR policies as the social contracts that are created and developed by the companies in order to enable the organization to embrace ''[...] the economic, legal, ethical and discretionary expectations of the community towards the company at the given time point" (Carroll, 1979 as citied in Grupta 2011). Carroll here emphasizes that the responsibilities specified here are not only for the advantage of company but also for the sake of community in general (Grupta, 2011).

Although there are several descriptions of social responsibility, four factors are worth mentioning and common in the majority of these descriptions. These are summarized as follows (Bircan& Sönmez, 2008).

*The organizations has responsibilities beyond the producing goods and assets to earn money and get profit.

* Among these responsibilities, contribution to emergence of the social problems, which business enterprise contributed.

*The organizations are not only responsible for shareholders but they are also responsible for the environment being the social stakeholders/ partners.

*The organizations are not concentrated on economical values, they also help for human values in general.

New concepts which were closely related to CSR were introduced; stakeholder theory, business ethics, corporate governance, responsiveness, corporate social performance, and corporate citizenship, amongst others. In literature, there is a controversial point, since the concepts discussed here are similar to each other, but they are not same. In other words, they are related with the execution of the operations of any organization in responsible manner from economic, social, and environmental points of view. This method of execution would embrace all of the stakeholders such as employees, consumers, and society. The policies and actions of companies define the CSR in domains such as the relations with personnel, diversity, community development, environment, international relationships, marketplace practices, fiscal responsibility, and even accountability. CSR cannot be defined only as the charitableness and/or volunteerism. This concept is related more with the corporate perspective and culture encouraging the interaction with the community by passing beyond the interests of organization and considering the sake of society (Garcia, 2004).

An increase can be seen in the number of CSR rankings and CSR surveillance organizations. From this perspective, a successful corporate CSR policy now necessitates a targeted and continuous awareness and much more advanced CSR communications than ever (Morsing & Schultz, 2006). The strategic CSR can be

related to both of economical sustainability and social responsibility (Chandler & Werther, 2006).

Majority of the customers are ignorant of the social responsibility projects that are carried out by most of the companies in order to help the society and/or the environment. Given that the customers and investors are not really informed about this subject, it can be stated that the companies would not be successful in their CSR actions. If an organization draws back any benefit that the society enjoys in marketplace, then this organization has to explain it to the stakeholders via its policies and actions (Verboven, 2011).

Actually, the 3rd largest budget portion is allocated for the CSR communications by the PR departments of large companies in US, following the corporate advertising and foundation funding (Hutton, Goodman, Alexander, & Genest, 2001).

It can be stated that the CSR concept will continue to be an integral component of business language and practice, since the community expects of the organizations to act in this way. The definition of CSR might be modified in future or there might be new definitions of CSR as the theory will be refined through more researches on this subject. But, on the other hand, it can be stated that these future definitions would not be significantly different from the actual definitions in terms of fundamental components that have been identified in literature. From this aspect, it can be emphasized that the term “CSR” has a promising future since it discusses the most

important issues regarding the relationships between companies and society (Caroll, 1999).

SUCSR is one of the best corporate sustainability consulting firm in Turkey.According to SUCSR, The successful corporate social responsibility projects have to play along with below mentioned criteria.

1. **Corporate Social Responsibility Strategy**

Institutions and Organizations should see CSR as quality as a criteria. With this sense, the institutions should develop implementation strategy which coincide mission, vision and targets and also get across corporate social responsibilities.

2. **Planning**

CSR strategies which Institutions and Organizations adopt and declare, have to be planned whole and complete, in order to be role model, they have to share their strategies towards their shareholders.

3. **Process Management**

İnstitutions have to make a process map appropriate to their CSR strategies, and also have to make a plan of production and services overlapping this map. This process has to be managed by specialist and the outsource services and interior management has to be suitable for this map.

4. **Sustainability**

In order to exist in the future, the institutions must increase the level of life quality, must discharge their responsibilities towards the environment, the society and their employees.

5. **Social Benefit**

The CSR strategies of institutions and process management of them have to generate benefit and provide permanent advantage.

6. Being Role Model

The institions have to set an example of their CSR strategies in social and sectoral area.

7. Measurability-Reporting

The all process of CSR implementations has to be measurable and reportable. The institutions have to share the all social benefit information which they had generate, towards all stakeholders in a transparent and clear way (www.sucsr.com).

CSR gained importance in parallel with the globalization. Today the sanction power and geographical scope of the existing supra-state organizations (the European Union, the United Nations, OECD, ILO…etc.) is limited. Therefore when you speak of globalization, it is possible to refer to global economy rather than global community or global politics. It is all but impossible to impose sanction globally against the negative effects of multinational corporations' operations. The national governments, political structures and local communities of where these corporations have been operating are too weak to cope with the big western companies. On the other hand, the multinational corporations with the organizational hierarchy are not open to governance. CSR and surrounding concepts reflect an effort to form a frame which will force the multinational corporations into governance (Van Het Hof, 2010, 9).

To develop and introduce programs which are based on the approach of CSR seems like "to do the best we can for maximum charity, not only for a piece of charity". For executives, it is more common to take long-term obligations and make goods/services

contribution such as expertness, tech support, donation of disused hardware and access to services. We see that much more efforts are made to share chain of distribution with goal-oriented business associates, to have employees volunteer, to integrate social purpose with marketing, enterprise network, human resources, community relations and operations, to get into a strategic partnership with one or more external business partners (private, public, non-profit), and to raise fund from additional business departments such as human resources and marketing (Kotler & Lee, 2008, 9-10).

Today the significance and acceptance of CSR concept and its applications from the point of companies and their stakeholders have not been discussed. However not only the benefits that the applications provide for all stakeholders; particularly company, community and civil society organizations but also the sincerity of ongoing social responsibility projects has been discoursed (Aktan & Börü, 2007, 27).

2.2. Factors That Cause The Emergence of The CSR Concept

Even though the concept, which is now called CSR, dates back a long way, it can be stated that this concept was actually developed in 20th century, especially after 1950s. Despite the growth and popularity enjoyed today, the roots of companies' concern for the public dates back to centuries ago. The Industrial Revolution, in late 1800s, can be considered as a landmark for the popularization of CSR concept (Caroll, 2008). The main factors necessitating CSR can be classified as economical, political and social factors (Aktan & Börü, 2007, 25).

2.2.1. Economic Factors

The common and dominant point of view of liberalization emerged just before 1900 motivated free trade as foreign export/import,removal custom borders, and stood for free competition in economy.Moreover,this view of liberalisation was strongly against the government intervention to the economy.The economic crises in 1929 triggered several social changes as well as the changes in business life and economy.These are several examples indicating the situation in the economy at that time, of how CSR was applied.As an example,Peter Frankental,addressed Joseph Rowntree owner of a chocolate factory, who supported the house and the education of his poor employees.CSR started become an important frontline topic in the 20th century and its importance was emphasized by many authorities.This was because the companies in the United States at that time period were accused of establishing monopolies and restricting the free trade.On the other side, some regulations against these claims such as antitrust legislation, customer rights, etc. was started to be developed (Aktan & Börü, 2007, 25-26).

Wren stated that numerous ones of those business leaders were known to be really generous and this charitableness dates back to many centuries ago. Including patrons of arts, building of churchs, endowers of educational institutions and providers of money for various community projects (Caroll, 2008).

2.2.2. Political Factors

The world disintegrated into two poles in the 20th century especially after 2nd World War. On the other hand, these years are also remembered as the years during which the democratization efforts in the whole world was inclined. Evenmore, the human rights was developed for the benefit of the individuals. The increase in the importance of the individuals forced the organizations to pay more attention to the employee, investor, consumer as a individual (Berker, 2008, 33).

As stated by Eberstadt, in period after 1930s that is called ‘corporate period’, the organizations started to become institutions, which have social responsibilities, such as the governments. In 1940s, when the companies grew, and in World War II, Eberstadt emphasized that the organizations believed that they were anti-communist organizations in order to be socially responsible (Eberstadt, 1973 as citied in Caroll, 2008).

2.2.3. Social Factors

1990’s were the years when the mutual engagement and communication of the socities were increased.The increase of the mutual engagement and communication of an individual with the people first in their own society then with individiuals from different nations in the world has enabled the individuals to behave in an organized way in a society.1930’s were the transformation years when working people started to receive their union rights and to ask better work,better wages and living conditions.In

these years,the code of ethics for individualism and creativity was replaced by social morality (Ataman,2001, 107).

Today, the removal of the borders due to world globalization and the effective role of the multinational companies in the local markets has also increased the engagement and also awareness among the societies.All these social changes has caused the companies to be of the opinion that they should establish better relationships with the society and change their existing behaviour towards several different segments.As a result efforts of these transformation and changes,the efforts of multinational companies towards establishing better relationships with different parties in societies and the efforts of gaining a better place in the eyes of those parties has increased (Berker, 2008, 33).

The CSR became a global concern after 2000s, and the development of CSR peaked in European Community.Thus, International business attach importance to voluntary initiatives in CSR in recent years (Caroll, 2008).

2.3. Corporate Social Responsibility Areas

Today, It is not necessary to talk to anybody who knows the international business world that modern responsibility subjects are complicated and are of vital importance.These responsibilities include important subjects such as human rights,the protection of the environment,equal opportunity and wages for the women and monitories working in harsh conditions,fair competition.On the other hand,wide ranging subjects are emerged as consequence of the use of prisoners as

workers,moving the operations to places having less environmental restrictions,producing products polluting environment by approaching someone with bribe and receiving a bribe,closing factories being profitable and useful in terms of economical aspects through sales and purchases, the revenue gap increase,the decrease in the protection umbrella for the socities,aggression and harassment,continuation of the improper and useless checks on the workers and motivation for expenditure (Bir, 2008, 85).

The companies have to take the benefits of their their workers, shareholders and the society into account. Here, the areas of CSR start (Çelik, 2007,62). It's suggested here that four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthrophic (Caroll, 1991).

2.3.1. Economic Responsibilities

In the past, the business organizations have been established as the economic entities that have been aimed designed in order to supply the community with the products and services. The first motivation of the investors is the profit. Historically, the business organizations have been the fundamental economic units. Thus, the main objective and role of them was to provide the goods and services, which the customers requested and made use of (Caroll, 1991).

For companies, the fundamental purpose of an establishment is to generate profit. So their primary responsibility is to earn profit. If a company does not make profit, then it loses its purpose and it either goes bankrupt or is extinguished. While making profit,

a company also conducts some social functions. These are to produce goods/services and to generate employment. However, these functions are - at this stage - just the by-products of profit-oriented activities and the main purpose is to earn profit (Van Het Hof, 2010, 9).

2.3.2. Legal Responsibilities

The society has not approved commercial sanctions only to operate on a profit basis. At the same time, it is expected that laws and regulations declared by the business, government and local governments will comply with the basic rules that the business should operate in (Caroll, 1991).

Following the economic responsibility, the second most critical responsibility is Legal responsibility. Legal responsibility requires obeying the laws even if it is at a minimum. Companies obey not only basic laws but also laws and regulations related to the improvement of economic responsibilities such as workplace security (Sarıkaya, 2008, 29).

All companies are established in a legal order and have to obey the rules of this order. Legal obligations such as complying with the standards which are determined for goods/services, providing employment conditions in compliance with labor/work laws, paying tax…etc. are the types of a company's profit-oriented operations regulated according to the laws (Van Het Hof, 2010, 9).

2.3.3. Ethical Responsibilities

As well as the ethical rules regarding the fairness and justice concretized by the economic and legal responsibilities, these activities are also encouraged by the ethical

responsibilities. Besides that, the members of community might expect or reject them regardless that they are not specified in legislations (Caroll, 1991).

Due to being a type of responsibility expected by society, ethical responsibilities may differ according to societies for whom a company operates. Even if it seems to bear no obligations in terms of responsibility, fulfilling ethical responsibilities make a significant contribution to the approval of a company's operating activities by society. Therefore, it is very important for companies to carry on their commercial activities in line with public expectations so that they can carry on a long-period business (Sarıkaya, 2008, 32).

The companies must take the responsibilities into consideration in order to create and sustain a good relationship; they should exhibit no monopolistic approach, have no relationship with those having such approaches, make effort and take action in parallel with the industrial and ethical perspectives, and not lobby for the legislations that can be considered in advantage of companies but against the community (Van Het Hof, 2010, 9).

2.3.4. Philanthropic Responsibilities

Volunteering, covers business's corporate activities corresponds to expectations of community to be a good corporate citizen. Voluntary responsibility requires to take part in the program and activities actively for the welfare of human activity For example, the business's contributions towards arteducation and society enter into voluntary responsibility. Volunteer liability; it is not obligatory for business and managers. In other words, neither legally nor ethically firms take on these issues.

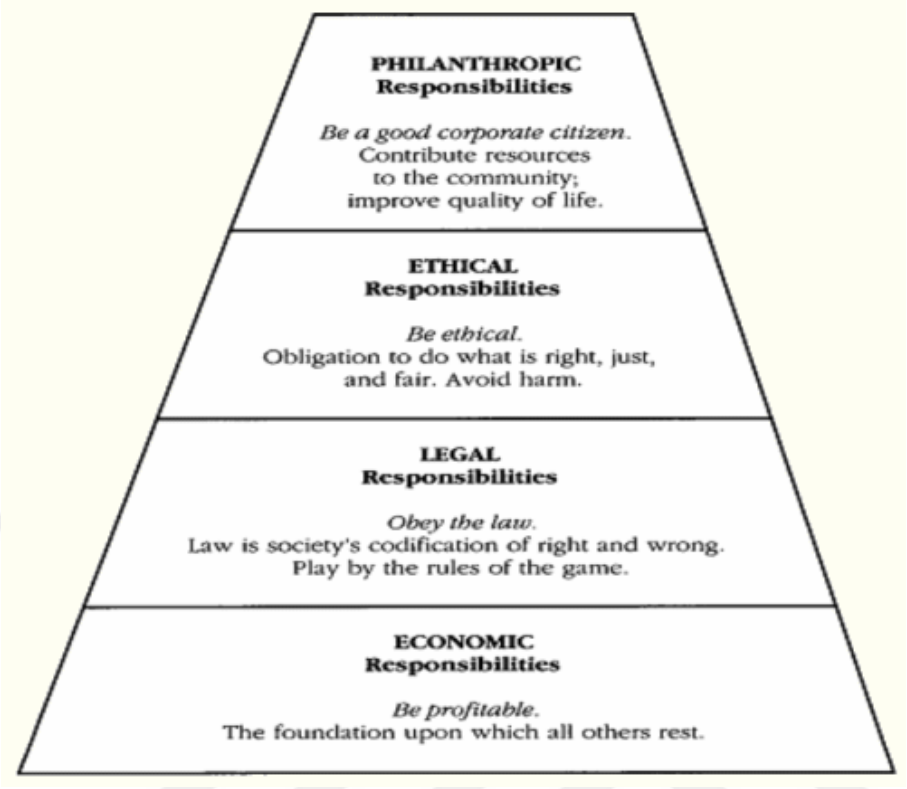
Some managers care about common-sense responsibilities in particular in order to perceive as good citizens in the community. However, this responsibility that show up in good purpose it is not greater than weight of total social responsibility. As Carroll said responsibility act as the cream on cake (Caroll, 2001).

We can summarize publics who be object of the CSR field : (Aktan & Börü, 2007, 15)

* Employees
* Shareholders
* Managers
* Customers
* Nature and Environment
* Government
* Suppliers
* Rivals
* Society

The Pyramid of Corporate Social Responsibility is given below, in Table-1.

Table 1. The Pyramid of Corporate Social Responsibility



Note: From ‘‘The Pyramid of Corporate Social Responsibility: Toward The Moral Management of Organizational Stakeholder’’by A. B. Caroll,1991, *Business Horizons*, p. 42.

2.4. Relevant Concepts

One of the most significant issues concerning social responsibility and which has to be clarified is the concepts that are confused with social responsibility. Social sponsorship, donation, social marketing, cause-related marketing are all the concepts including different features as well as having common features such as seeking social benefit, creating positive image and leaving a positive impression on employees (Berker, 2008, 12).

2.4.1. Social Sponsorship

Sponsorship is to provide fund or material for events and activities that are not a direct part of companies' normal operations but from which they can benefit commercially in case of attending. Social sponsorship, however, includes activities comprising an area wider than sponsorship and by means of which social favors are directly gained. When considering the history of sponsorship, we can notice that the originating point is a popular family, the Medici from Italy. The family, knowledgeable about and sensitive to the art, stood by the artists including Donatello, Leonardo Da Vinci, Michelangelo, Novalis, Botticelli while having a set of artworks such as church, library…etc. established (Aydede, 2007, 45).

Engaging in activities of corporate social responsibility, companies ignore the obligation that their own business segment meshes with the area of activity in which they take social responsibility, whereas sponsorship itself requires to regarding the compatibility between the areas of activity. Beside this, if we will handle the subject in terms of charity and good intention, we can see that companies do not have so many social sponsorship issues. Because good will towards social benefit can usually be shown in issues including health and education. When examined, we can see that an indirect commercial benefit is purposed because it is a stubborn fact that companies' corporate values can increase only by means of such activities (Özgen, 2006, 36-37).

Of course, sponsorship also makes contribution to society. Many activities that it is not most likely to conduct in the contrary case can be carried out by Sponsors.

Corporate Social Responsibility is that companies directly take place in and organize rather than provide financial or moral support for some activities (sport and adventure, art and culture, education…etc.) which may also be conducted by a civil society organization (Aydede, 2007, 45).

2.4.2. Donation/philantrophy

Donation is favors that are done for legal entity, in need, composing society and non-profit organizations that carry out government services so as to help society in economic and social field. There are two types of donations: (Berker, 2008, 15).

* In-Cash Donation called as financial aid

* In-Kind Donation called as nonfinancial aid including household goods, service, free use

Donation is that a company directly makes contribution to a charitable society or a social purpose by means of mostly financial aid, grant or in-kind service. Maybe it is the most traditional one among all corporate social enterprises and it was once a huge support to companies of community health services, education and art as well as organizations possessing environmental services. Donations by companies close the deficit between expenditures and receipts from programs and personal donations and therefore are mostly of the essence for operating budget, capital expenditures and special projects of non-profit organizations. Among other fields that are the most closely related to this enterprise are community donation, community relations, corporative citizenship and public affairs (Kotler & Lee, 2008, 141).

2.4.3. Social Marketing

The social marketing concept has been introduced in year 1971 by two scholars working on marketing. It can be defined as the design, application, and management of programs that have been designed in order to modify the acceptability of social ideas and to affect considerations regarding the product planning, pricing, communication, distribution and marketing research. (Kotler and Zaltman as citied in Murphy & Laczniak & Lusch,1979). Social marketing is a means by which a company promotes the development and/or implementation of behavior modification campaign that aims at enhancing community health and safety, environment or public welfare (Berker, 2008, 16).

The fast-food restaurants praise the nutritional value of their foods, the breakfast food producers publish ads indicating the decreased risks regarding the quality of their products, and the condom producers inform the public about AIDS. The identification of the source's aim is sometimes necessary in order to clarify if one is interested in increasing its market share or improving the public health. The principles of social marketing are designed to translate the fundamental educational messages and behavioral change methods into the concepts and products, which will be taken into consideration by the majority of society (Lefebvre & Flora,1988).

Distinctive aspect is the tendency to behavior modification. Differently from social responsibilities, behavior modification campaigns are promoted in social marketing. For instance, McDonald's has carried out various activities on the purpose of having childhood immunizations vaccinated on time within the scope of the campaign

“Vaccination for Health Lives” conducted in the USA. McDonald’s, promoting immunization on time for children, is drawing attention to the campaign by means of the brochures on fast food trays. Beside this, the nurses visiting McDonald’s restaurants are giving free McDonald’s ice-cream coupons to the parents who ask the question “Do my children need to be vaccinated?” (Kotler & Lee, 2008, 42).

Social marketing is that a business firm determines customers’ requirements and puts products on the market in accordance with their requirements before rival firms while considering individuals’ and community’s benefits. For instance, a business firm must cause no harm to the environment because of its operating activities. The concept “social marketing” asks marketing staffs to lay emphasis on social and ethical consideration in their marketing exercises. A business firm must follow a strategy such as to establish a balance among its income, customers’ requirements and community’s requirement. However, some companies have adopted and applied social marketing concept and achieved significant sales and profits (Kotler, 2000).

2.4.4. Cause-Related Marketing

The concept “cause-related marketing” can also be used in similar sense to other marketing concepts. Some concepts, including social marketing, communal marketing, and marketing of social issues…etc. are used in a similar manner although the use of “cause-related marketing” includes some significant points. The aforesaid concepts express a greater scheme of things while cause-related marketing is based on a particular subject or cause. In other words, a business firm focuses on a subject

socially concerning to a community or a part of the community and tries to do something directly for this issue (cause) (Berker, 2008, 18).

The firm spends a certain percentage of its sales-based income on a purpose or makes a contribution. This implementation is mostly used for a particular product or a particular charity organization in a predetermined time zone. The firm usually joins forces with a non-profit organization in line with specified mutual benefits so as to increase the sales of a particular product and provide a financial aid for a charity organization (Kotler & Lee, 2008, 24).

By Pringle and Thompson, this concept has been described as the activity, by which an organization having image and product or service to be marketed establishes relationships or partnerships with a factor or factors for the reciprocal interests (Pringle & Thompson as citied in Kotler, 2000). It is considered as making use of an option in order for the organizations to further improve their corporate reputation, to increase the brand awareness, to further the customer loyalty, to increase the turnover, and to gain more space in press. These organizations think that the consumers would seek for the signs of good corporate citizenship (Kotler, 2000).

Topkapı Palace Restoration by Cif can be described as a pilot project for the support turning from cause-related marketing implementations to social responsibility projects. A certain part of the income obtained from Cif Products in the process of the restoration was transferred to the project. The support was also displayed on the product packages. Thus, not only did an increase in Cif's sales occur but also the social responsibility project was promoted (Berker, 2008, 19).

2.5.CSR Information Disclosure

There is a high degree of globalization in every domain of business life, including the CSR. Corporate Social Responsibility Disclosure (CSRD) has received more attention as the importance attributed to the social responsibility increased (Nuhoglu & Wan, 2012).

In last decades, the organizations' information and transparency requests significantly increased (Tagesson & Blank & Broberg & Collin, 2009). The organizations increased their social communications because of the increased public awareness and interest about the social, environmental and ethical concerns. (Patten, 1991; Hooghiemstra, 2000; Deegan, 2002 as citied in Tagesson & Blank & Broberg & Collin, 2009).

CSR refers to a company's voluntary contribution to sustainable development which surpass legal requirements. During the last years, we have seen an increase in CSR (media) campaigns and in corresponding disclosure activities. Today, large companies specifically make an great effort and money on disclosing information on their social and environmental performance (Gamerschlag & Möller & Verbeeten, 2011).

The definition of the CSR disclosure can be made as the disclosure of an organization about its environmental effects and its relations with its stakeholders through the necessary communication channels (Campbell 2004; Gray et al. 2001 as citied in Gamerschlag & Möller, 2010). As defined by Tang, Gallagher and Bie, CSR can be

considered as a communication that is designed as a continuous dialogue and negotiation of the organizations with their stakeholders (Tang & Gallagher, & Bie, 2014).

Considering from the micro level, the CSR communications of organizations are determined by their communication perspectives. These corporate communications might have effects on the attitudes and behaviors of members of those organizations through the values and priorities of those organizations (Grant, Hardy, Oswick, & Putnam, 2004 as citied in Tang & Gallagher, & Bie, 2014). Considering from the macro level, on the other hand, the CSR discourses of the organizations are assumed to have positive effects on the communications of CSR in general and these communications are the factors shaping the expectations of individuals from the organizations (Grushina, 2008 as citied in Tang & Gallagher, & Bie, 2014).

Under the effects of other individuals or the community, the social aspect of responsibility encompasses the disclosure and transparency requirements, which are realized through the social reports or social reporting (Rodríguez Gutiérrez & Fuentes García & Sánchez Cañizare, 2013).

Even though there are remarkable opportunities related with the Public Relations, the PR officers should make more effort for designing the researches, and improve their evaluation and reporting abilities. These characteristics allow them to better observe the attitudes and expectations of their stakeholders. Making use of same capabilities,

the practitioners may also show how their organization's CSR perspective and activity is made use of stakeholders in such a transparent manner (Somerville & Wood, 2012).

Business in the Community has initiated a new movement that regulates the 'principles of measurements". These principles lay a perfect foundation for the PR professionals in order to design more useful methods to be employed in analyzing the stakeholders' requirements and to measure the effects of CSR activities (www.bitc.org.uk as citied in Somerville & Wood, 2012).

In conclusion, it can be stated that the organizations are gradually increasingly interested in communicating to various stakeholder groups in an ethical and responsible manner. The communications to be made with stakeholders will be performed through various channels. Some of the important communicational channels are the sustainability reports, and the advertising campaigns for TVs, billboards and internet. In recent years, the internet became the most popular means of CSR communications, because the internet technology enables the organizations to provide more information about themselves or their products and/or services with lower costs and it actually offers the fastest way of CSR disclosure. By using the internet, the organizations are capable of publishing updated and actual information. Moreover, these communications remain visible in web searches and listings, and this is an extraordinary opportunity for contacting the subjects (Wanderly & Lucian & Farache & Filho, 2008).

In various studies, the importance attributed to the internet and the websites of organizations as PR tools has been emphasized, as well as the growing relevance of corporate websites for communicational perspectives to the corporate responsibility (Capriotti & Moreno, 2007). As an advantage of the internet is that it gives the companies chance to create messages that do not have to chase the rules of gatekeepers as with print and electronic media (Chaudri & Wang, 2007).

The CSR indicators mentioned here depend on the necessities for a communication in CSR reporting from the following sources: World Business Council for Sustainable Development (2000), United Nations Global Compact (2002), Global Reporting Initiative (2006) and Business in the Community (BITC) (Somerville & Wood, 2012).

2.6. Interactivity and CSR Communication Strategies

The corporations' communication strategies for CSR is defined by Morsing and Schultz (2006). The first strategy is called *stakeholder information strategy* the CSR information is generally one way from the organizations to stakeholders and there is no interaction. The corporations purpose to inform the public detachedly about their CSR performances. The second strategy is *stakeholder response strategy* is similar to Grunig & Hunt's a two-way asymmetric model.In this strategy, CSR actions are generally decided by top management who says the last word and decides what to do related to CSR and also stakeholders are asked about their opinions and expectations via opinion polls, dialogue, networks and partnerships so interaction is limited. The third strategy is the *stakeholder involvement strategy*. This strategy purpose to build

relationships. Stakeholders become involved in CSR messages; they suggest and take part in corporate actions The stakeholders play role in interaction with CSR actions This is the most interactive model among others (Bıçakçı, 2015).

Three CSR Communication strategies is presented below, in Table-2

Table 2. Three CSR Communication Strategies

	The stakeholder information strategy	**The stakeholder response strategy**	**The stakeholder involvement strategy**
Communication ideal: (Grunig & Hunt 1984)	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
Communication ideal: sense-making and sensegiving:	Sensegiving	Sensemaking ⇩ Sensegiving	Sensemaking ⇳ Sensegiving – in iterative progressive processes
Stakeholders:	Request more information on corporate CSR efforts	Must be reassured that the company is ethical and socially responsible	Co-construct corporate CSR efforts
Stakeholder role:	Stakeholder influence: support or oppose	Stakeholders respond to corporate actions	Stakeholders are involved, participate and suggest corporate actions
Identification of CSR focus:	Decided by top management	Decided by top management. Investigated in feedback via opinion polls, dialogue, networks and partnerships	Negotiated concurrently in interaction with stakeholders
Strategic communication task:	Inform stakeholders about favourable corporate CSR decisions and actions	Demonstrate to stakeholders how the company integrates their concerns	Invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc.
Corporate communication department's task:	Design appealing concept message	Identify relevant stakeholders	Build relationships
Third-party endorsement of CSR initiatives:	Unnecessary	Integrated element of surveys, rankings and opinion polls	Stakeholders are themselves involved in corporate CSR messages

Note: From ‘‘Corporate Social Responsibility Communication: Stakeholder Information, Response and Involvement Strategies,’’ by M. Morsing & M. Schultz, 2006, *Business Ethics: A European Review*, 15, p. 326.

Considering from the general aspects, this interactivity can easily be related to the innovative communication technologies such as internet and world wide web (Kiousis, 2002). In certain domains, the environments may affect the interactivity

level. This process has similar features with the interpersonal communication in terms of the interactions. (Walther and Burgoon, 1992; Williams et al., 1988 as citied in Kiousis, 2002).

The term ‘Interactivity’ describes the means varying from snoring dolls to online games and transactions. As one of the precursors, Rafaeli has investigated the interactivity from the perspective of mass media. In his study carried out in 1990, he discussed the interactivity from the aspect of traditional media. On the other hand, he mainly concentrated on the computed-based domains (Downes & McMillan, 2000).

Rafaeli defined interactivity as “an expression of the extent that,in a given series of communications exchanges, any third (or later) transmission (or message)is related to the degree to which previous exchanges referred to even earlier transmissions”. The interactivity is a term that has a very wide area us use. Although it has an intuitive appeal, it is still an ill-defined term. The interactivity structure can be considered as a framework that encompasses wide range of communication tools. In accordance with this concept, channels and environments should be treated as the proxy or real parties in the process of communication. Thus, the interactivity should be taken into practice in various communication media such as unmediated, face-to-face, and relatively anonymous and mass-mediated ones (Rafaeli, 1988).

In their study, Ha and James discussed the interactivity from the aspect of how the communicator and receivers respond to each other’s needs in terms of the communication (Ha & James, 1998). Ha considered collecting the information as the

key feature of interactivity (Downes & McMillan, 2000). Pavlik approached the interactivity as ‘bilateral conversation between the source and receiver or the conversation having more participants’ (Pavlik, 1998 as citied in Ferber & Foltz & Pugliese, 2005).

The interactivity plays an important role in computer-mediated discourses, since it is considered to be the key benefit of this medium. Some of the products of interactivity can be stated as the engagement in the process of establishing conversation and relationship between the organization and targeted customers (Ha & James, 1998). The growing interests in interactivity concept may be considered to be one of the primary reasons because of the effectiveness attributed to the interactive conversation (Koolstra & Bos, 2009).

From a general aspect, the interactivity can be related with to the new communication technologies, particularly to internet and world wide web (Kiousis, 2002). In certain domains, the media affect the interactivity level. This process has similar features with the interpersonal communication in terms of the interactions. (Walther and Burgoon, 1992; Williams et al., 1988 as citied in Kiousis, 2002),

The concept of interactivity is considered to be one of the most fundamental concepts characterizing the information processing in new environments. On the contrary with ‘older’ environments such as radio and TV, the newer opportunities such as internet, electronic mail and online-conversation allow the users to make use of interaction with others. The media and communication domain is not the single domain that

addresses the interactivity; this concept is discussed by many other domains such as marketing, informatics, computer science and education sciences (McMillan and Hwang, 2002). Due to the growth of new media, corporations are eager to adopt it for daily communication with their publics (Kaplan & Haenlein, 2010 as citied in Cho & Furey & Mohr,2016). When compared to the traditional media, the new media tools empower the companies' capacity of communicating with the society beyond just spreading the information that the individuals expect from them (Kelleher & Miller, 2006).

Internet is the most popular communication network. It also provides us with a complex communicational environment, development of which is still continuing. In comparison with the broadcast media translating the communicational activities into narrower contexts, the use of internet enables us to make use of numerous opportunities for discussing our concerns with others. Even though the parties are not at the same space, the use of internet gives us a common 'interactive spaces', in which we may gather and discuss our concerns. Thus, the new opportunities offered by internet and other computer-based interactive communication tools make the communication more democratic (Oblak,2005).

From the aspect of interactivity level of any corporate website, two main approaches adopted in public relations are the dissemination of information and the establishment of relationships with other societies and other organizations. In the first one, the interactivity level is relatively low, and the internet is used in unidirectional level. The main aim here is to spread the information and to attempt to affect the image of

organization. In second one, the level of interactivity is high and the internet is used for facilitating the bilateral communication and to establish relationships through the dialogue and interaction between the organization and the respondents of messages (Capriotti & Moreno, 2007).

The interactivity can be provided by stakeholders because stakeholders are themselves involved in corporate CSR messages and also can participate and suggest corporate actions so CSR actions are negotiated concurrently in interaction with stakeholders according to stakeholder involvement strategy is defined by Morsing and Schultz (Morsing & Schultz, 2006).

Interactive websites then, according to Dholakia et al. (2000), are those that offer a perception of social presence “through the availability of open channels allowing for two way communication” (Dholakia, 2000, 10). They give six criteria for online interactivity; user control, personalisation, responsiveness, connectedness, real time interaction, and playfulness (Dholakia & Zhao & Dholakia & Fortin, 2000).

However, suggesting that consideration of Dholakia et al.’s (2000) six interactivity criteria is useful not only for achieving simple hits, sticks, and returns as they argue, but will also contribute to building the long-term, mutually responsive relationships that Kent and Taylor (1998) recommend (Kent & Taylor,1998).

2.6.1. Interaction Dimensions

The third question is related to the interactivity levels of Turkish and multinational companies' digital CSR disclosures so Dholakia et al.'s offer six interactivity dimensions such as user control, personalisation, responsiveness, connectedness, real time interaction, playfulness. All of the digital CSR communications are analyzed using the Dholakia et al.'s Six Interactivity Dimensions. (Dholakia & Zhao & Dholakia & Fortin, 2000).

User Control

Dholakia et al.'s user control criteria indicate to 'what extent the persons are capable of determining the timing, context, and order of the communication'. Most of the websites enable their users to select and visit the pages in the sequence, which they determine, based on their own preferences. But, however, some other websites might force the visitors to make a selection among the given options (i.e. text only or text with animations and pictures); languages (e.g. English or French); or can "use a search engine to find" relevant information within the site. Dholakia et al. emphasize that the control on timing, context, and order would contribute to the visitors' perception of empowerment (Dholakia & Zhao & Dholakia & Fortin, 2000).

Since almost all the web sites meet this criterion, the analysis of websites was performed based on their scores regarding the required control interactivity, offering text only versions, choice of language, or search engines. Such a visitor-control constitutes the basic form of interactivity; this has been called "quasi-interactivity" by Rafaeli (Rafaeli, 1988), and "consultational interactivity" by Jensen (Meikle, 2002).

Among four types of interactivity, Meikle discussed that only the conversational one has the capacity to make the internet a tool for democracy; the other three types were related to a closed system; they approached to internet as consumerism (Meikle, 2002).

Personalisation

According to Dholakia et al. (2000), personalisation "reflects the degree to which information is tailored to meet the needs of the individual user". The most important users can be informed on a site. First of all, the needs should be determined by various tools such as surveys (Dholakia & Zhao & Dholakia & Fortin, 2000).

Without taking the characteristics and requirements of society into consideration, it is not possible to even attempt to establish bilateral communication with anyone. Besides that, the surveys constitute the basic level of interaction. Meikle identified it as the registrational interactivity; the "recruiting and capture strategies" (Meikle, 2002). High levels of personalisation is amazon.com. The site recommends products such as books, based on users' previous searches or purchases (Dholakia & Zhao & Dholakia & Fortin, 2000).

To be considered as "personalized" in present study, any website or digital content should encompass different components allocated for various audiences (Gustavsen & Tilley, 2003).

Responsiveness

Responsiveness “is the relatedness of a response to earlier messages.” For instance, any change in a website might be emphasized by the visitor; such as purchases. (Dholakia & Zhao & Dholakia & Fortin, 2000).

The Dholakia et al.’s (2000) need for responsiveness refers to the concept that has been defined by Kent and Taylor (1998) as the ‘dialogic loop’, which provides, via specially trained response personnel, that the websites should provide the information that the society needs or is interested in, and that they reply promptly and professionally “to public concerns, questions, and requests” (Kent & Taylor, 1998). This is the interactivity type that has been described by Meikle (from Jensen) into the conversational categories since it offers the ability to affect and contribute to the exchange (Meikle, 2002).

In theory, it measures the existence of a dialogue loop but measures the effectiveness in practice and the appropriateness of Kent and Taylor's response as "critical for relationship building" (Kent & Taylor, 1998). In order to reduce this restriction to a certain level, only sites explicitly stating that the information collected will make the site better are accented with a sentence such as 'Please use this form to give us your views on how to improve this site' Gustavsen & Tilley,2003).

Connectedness

As an answer, Dholakia et al. described connectedness as "feeling of being connected to an outside world outside a certain area". An example is when a website's properties can be linked to people. When visitors have their “expectations of response from other

visitors” met, interactivity is created. In other words, for the connection to be established, responses should come not only to the website but also to the other. (Dholakia & Zhao & Dholakia & Fortin, 2000).

Connectedness is a concept directly related to the call of Kent and Taylor (1998) that internet technology will connect and "bring ourselves together"– with our clients, colleagues, and the media - into the global "society", and that they are not "WWW" but "different" identities. (Kent & Taylor, 1998).

The term “connectedness” should never be confused with the solitary responsiveness of the website; this concept connects the users directly with others or to the societies other than their society. The chat rooms are not considered within the scope of connectedness, because they are classified into the “online interaction” class. But, however, the space (such as message box) assigned for an individual for asynchronously responding the inputs of other individuals may be given as an example of connectedness (Gustavsen & Tilley, 2003).

Real Time Interaction

Real time interaction “refers to the speed with which communication takes place, particularly response time”. The faster the responses between people via the web site, “the greater the perception of interactivity” (Dholakia & Zhao & Dholakia & Fortin, 2000).

An example of technology that offers this kind of service is a chat room. Through a chat room visitors can interact in as close to real time situation that technology on the Internet today makes possible. Web sites or other digital platforms in this study were therefore checked for facilities that enhance real time interaction such as chat rooms or 'live' Q & A events (Gustavsen & Tilley, 2003).

Again, these characteristics are the interactive ones that Meikle categorized as conversational. Thus they have capacity to "construct create new space for discussion and action". Kent and Taylor didn't focus on the chat rooms. But, like Meikle (2002), they would possibly appreciate the chat rooms since they make it possible to establish dialogic communication in the form of "negotiated exchange of the thought and opinions". Kent and Taylor have recommended webbing the public information events such as the interactive strategies including the forums, questions and answers, and experts. (Kent & Taylor,1998).

Playfulness

In web sites, this type of amusement is referred to as 'playfulness'; "the entertainment value of a site" Dholakia et al. argue that web sites should "combine both entertainment and information" (Dholakia et al., 2000).

Kent and Taylor stated that the main objective of PR in web environment is to establish and reinforce the relationship with others but not to entertain them. Besides that, Kent and Taylor (1998) also emphasized that providing the users with additional value would encourage them to visit the website again (Kent & Taylor,1998).

One may use the animations and interactive games in order to prevent the distraction of visitors, to enhance the user experience, and to control by providing the users, who don't want to enjoy the interactivity by making use of games and animations, with the possibility of ignoring them (Gustavsen & Tilley, 2003). Meikle believes that the games provide limited level of interactivity. He stated that these games are mainly transmissional but they rarely allow the user to discuss, to debate or to personally interact. This suggests the conversational interactivity (Meikle,2002).

From the aspect of public relations, the relationship establishment function of these games is considered debatable and conditional; the case-specific decisions necessitate exact information about the specific requests of targeted society. This component is mainly observed in relation with the personalization (Gustavsen & Tilley, 2003).

2.7. The Link Between Corporate Reputation and CSR

While corporate reputation and CSR are two important and relevant concepts within PR literature it is not clear on how reputation and responsibility interact (Bıçakçı, 2015).

The concept of Corporate Reputation is a concept that encompasses numerous stakeholders. This is represented in the perceptions of stakeholders about their organization (Smidts & Pruyn & Van Riel,2001). The interaction between the reputations verbalized by different groups has been evidenced. From micro perspective, the reputation with employees is considered to affect the reputation with

customers and communities. There are remarkable debates on this subject; some of the theoreticians consider the CSR as the key antecedent of Corporate Reputation, while some others think that they are different concepts. From another perspective, Hillenbrand and Money's findings suggest that, rather than being different, these concepts are remarkably similar. Put it differently, when considering the point of view of stakeholders, both of the concepts of Corporate Reputation and CSR are expressed via similar and even overlapping corporate actions and perspective from the aspect of those of stakeholders (Hillenbrand & Brand, 2007).

CSR has an opportunity in order to make renovated trust between business and its stakeholders as well as being a threat to companies' reputation and prosperity (Lewis,2003 as citied in Bıçakçı,2015).Thus, businesses are expected to share information on their social responsibility performances with their stakeholders, and today digital channels provide a faster and more dialogic environment for the ones that would like to reach their audiences (Bıçakçı,2015).

The analyses suggest that publishing independent CSR reports would improve the reputation among the professional stakeholders unless the organization doesn't exhibit a bad CSR performance. Besides that, the non-professional stakeholders would also respond positively to CSR information published on the site of organization from the aspect of reputation. These findings indicate that the independent CSR might be used in order to improve the reputation among the professional stakeholders. On the other hand, the non-professional stakeholders would still need to use the corporate website in order to access the CSR communication (Axjonow & Ernstberger & Pott, 2016).

From the perspective of branding professionals, the importance of interactive online channels gradually increases. Their results indicate that the organizations should focus on the new means of communication since they will have influence on the reputation of organizations. The stakeholders should be aware of that the organization is really interested in (two-way communication) and corroborating (symmetrical communication) their opinions. The organizations might establish this by making use of CSR communication channels enabling the stakeholders to express their true opinions. This would reinforce and improve the corporate reputation, and also the stakeholders would be willing to convey the information and to recommend the company to those he/she is familiar with (Eberle & Berens & Li, 2013).

3. RESEARCH DESIGN

3.1. Methodology

The content analysis that we use on this research is; Certain properties of book, text, document should be digitized as to determine the purpose of the research in order to analyze contents of this study work. In certain perspectives, philosophies, language, lecture of documents etc. specifications, can be understood making analysis with regard to the depth and obvious criterias (Karasar, 2012). Strengths of content analysis can be saving of time and money, allowing for the correction of errors, permits the study of processes occuring over time, research has little (if any) effect on subjects, reliability (Babbie, 2004).

The study's purpose is to reveal how the most reputable Turkish and the multinational companies disclose their CSR issues online. Based on content analysis of the most reputable Turkish and the multinational companies, this research analyzes the content of corporate social responsibility disclosures according to ten content categories defined by Capriotti and Moreno (2007) and interactivity level of digital media in regard to their digital CSR disclosures.

Capriotti and Moreno (2007) identify ten values corresponding to issues related with CSR and relavant concepts, such as corporate citizenship and sustainability. These are: (1) corporate profile, (2) products and services, (3) employement and human resources, (4) economic action, (5) social action, (6) environmental action, (7) corporate governance, (8) corporate ethics, (9) relationship with publics, and (10)

external criteria (Capriotti & Moreno, 2007). The first question is about the most reputable companies how communicate their CSR issues on digital media. This study looks for the presence of these issues on the sample digital media. The CSR issues are listed in the Table 3 below along with a berief definition and indication of the reference source.

Table 3. CSR Issues, Definitions and Indicator Sources

CSR Issue	**Definition**
Corporate Profile	Enterprise's views, values, and corporate strategy. Presentation of the company's property, structure, and legal form; divisions, subsidiaries, and countries with which the enterprise operates
Products and services	Products, services, and brands from a CSR perspective rather than a commercial one (type of products, raw materials, manufacture systems, etc.)
Employment and human resources	Enterprise's systems of contract, promotion, evaluation, and dismissal. Perspective in relation with human rights, child labor, discrimination… etc.
Economic action	Economic impact of the enterprise in its local, regional, national, and supranational environment
Social action	Enterprise's involvement in the social issues
Environmental action	Enterprise's involvement in the environmental issues
Corporate governance	Enterprise's transparency, compromises in the governance of the company. The structure of power, remunerations, responsibilities, government departments…etc.
Corporate ethics	Enterprise's ethical compromises in relation with the business and its groups of public
Relationship with publics	Intersection of the group of public's interests with the enterprise's interests
External criteria	The national and international criteria on aspects of CSR and relevant issues and linking with them

Note: ‘‘Corporate citizenship and public relations: the importance and interactivity of social responsibility issues on corporate websites,’’ by Capriotti & Moreno 2007, *Public Relations Review,* 33, pp. 84-91.

The second question is about the availability of the devices which are used to enable interactivity, on digital media. Table- 4 sampled presence of various interaction devices.

Table 4. Interaction Devices on Digital Media

Interaction Device	**Presence (Percent)**
Web Site	
Online job application form	
Various Feedback forms*	
E-mail	
Link to social media	
7/ 24 Call Center	
Free Line	
Blog	
Forums	
Online Q/ A	
Audio – Visual	
Graphics - Charts	
Link to another website	

Note: * forms for investors, complaint forms, recommendation forms

The third question is related to the interactivity level of Turkish and multinational companies’ digital CSR disclosures. By using Dholakia et al.’s (2000) Six Interactivity Dimensions in the way stated in that study, all of the digital CSR disclosures were analyzed.

Dholakia et al.'s six interactivity dimensions (2000) identify fourteen values corresponding to dimensions related with interactivity and relevant concepts. These are: (11) Text only or text with animations and pictures, (12) Choice of Language, (13) Search Engine, (14) Link to Another Page, (21) Questionnaires, (22) Previous searches and purchases, (23) Different sections for different groups of people, (31) Feedback Forms, (32) Responsible segments about public concerns, questions, requests, (41) Message Board, (51) Chat Rooms, (52) Online Q/A Events, (53) Webbed Public Information Events, (61) Games and animation options. Sample digital channels' pages were analyzed quantitatively regarding these fourteen issues. For each corporation, each dimension was coded between 11 and 61, according to the presence of the sentences explaining the given dimensions on digital channels as said above conceptualization of thesis. Table-5 illustrates operationalization of interaction dimensions chart.

Table 5. Operationalization of Interaction Dimensions Chart

User Control	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfullness**
11.Text only or text with animations and pictures	21.Questionnaires	31.Feedback Forms	41.Message Board	51.Chat Rooms	61.Games and animation options
12.Choice of Language	22.Previous searches and purchases	32.Responsible segments about public concerns, questions, requests		52.Online Q/A Events	
13.Search Engine	23.Different sections for different groups of people			53.Webbed Public Information Events	
14.Link to Another Page					

3.2. Sample

CSR is counted as one of the corporate reputation dimensions (Fombrun, 2005).The study comprise of the corporations considered to be the most reputable ones in Turkey and multinational companies.Koc Holding,Turkcell,Arcelik rank among the most admired top three companies in 2015 by Capital which is one of the most important Turkish business journals.This magazine cooperate with Spring Professional in order to make this happen research also Opet,Garanti Bank,Eti Nourishment,Unilever Turkey,Migros,Eczacıbaşı Vitra,EnerjiSa,Coca-Cola Turkey,Pınar Milk,Mercedez-Benz Turkey,Novartis Turkey,Eregli Iron and Steel,TEB Faktoring,Ekol Logistic,Garanti Leasing,Allianz Insurance,Şişecam are not only the leaders of their sector but also the most admired companies (http://www.hurriyet.com.tr/turkiyenin-en-begenilen-sirketleri-aciklandi-40096542).

Reputation Institute, which is a private consulting firm offering global service, is located in New York/USA. This company conducted a research that includes >150,000 interviews about the 100 most reputable companies around the world. The companies were all ones. (http://www.rankingthebrands.com/PDF/CSR%20Global%20RepTrak%202015,%20Reputation%20Institute.pdf) and also This research is published by Forbes, as well. Google,BMW,The Walt Disney Company, Microsoft, Daimler, Lego, Apple,Intel,Rolls-Royce Aerospace, Rolex,Volkswagen,Johnson & Johnson, Adidas,Canon,Philips Electronics,Sony, Michelin,Nestle,Robert Bosch,Samsung Electronics companies rank the best top twenty in 2015 Global CSR RepTrak (http://www.forbes.com/pictures/mkl45ekelm/4-microsoft/). Due to these reasons, these companies have been identified as sample.

Fifteen of corporations have Turkish origin, where Unilever Turkey, Mercedez-Benz Turkey, Novartis Turkey, Coca-Cola Turkey, Allianz Insurance are not Turkish but they have national branches operating in Turkey.There are companies from different size and sectors. This list composed of numerous companies serving in different sectors such as banking business, energy, pharmaceutical, retail, beverage, etc. The corporations in their industries are given below, in Table-6.

Table 6. The Most Reputable Corporations In Turkey (2015)

Corporation (Turkish)	**Industry**
Koç Holding	Conglomerate (Core sectors: energy, automotive, finance)
Turkcell	Telecommuncation
Arcelik	Durable consumer goods
Opet	Fuel
Garanti Bank	Banking
Eti Nourishment	Food/machinery
Unilever Turkey	Food/fast moving consumer goods
Migros	Retail
Eczacıbaşı Vitra	Construction Products
EnerjiSa	Energy
Coca- Cola Turkey	Beverage
Pınar Milk	Food
Mercedez- Benz Turkey	Automotive
Novartis Turkey	Pharmaceutical
Eregli Iron and Steel	Iron and steel
TEB Faktoring	Banking
Ekol Logistic	Logistic
Garanti Leasing	Banking
Allianz Insurance	Insurance
Şişecam	Glass

Each multinational companies carry on a business from different size and sectors. This list consists of companies in different sectors such as automotive, electronics, food, clothing etc. In this research, these multinational companies's global digital CSR disclosures are examined. The multinational corporations and their industries are listed below, in table-7.

Table 7. The Most Reputable Multinational Corporations (2015)

Corporation (Multinational)	**Industry**
Google	Technology
BMW	Automotive
The Walt Disney Company	Entertainment
Microsoft	Technology
Daimler	Automotive
Lego	Toy
Apple	Technology
Intel	Technology
Rolls-Royce Aerospace	Automotive
Rolex	Watch
Volkswagen	Automotive
Johnson & Johnson	Cosmetics/hygienic products
Adidas	Sportswear
Canon	Photograph
Philips Electronics	Electronic
Sony	Technology
Michelin	Automotive
Nestle	Food/beverage
Robert Bosch	Durable consumer goods
Samsung Electronics	Electronic

4. FINDINGS

The recent research concerning the number of active internet users in Turkey are 37.7 million and approximately 70 million internet users have access to internet by using mobile access.The passing of time on social media is 2 hours 32 minutes per day in average.The most used social media platforms are Facebook (%93), Twitter, (%72), Google+ (%70) and LinkedIn (%33) (Acar, 2015; Sakallıoğlu, 2015 as citied in Hostut, 2016).With a percentage of 53.8 Internet users, corporate websites became one of the most important media for the corporations acting in Turkey in order to interact with their publics (https://www.tuik.gov.tr/PreHaberBultenleri.do?id=16198 as citied in Bıçakçı, 2015).

In the world, approximately 3 billion people have access to internet. %70 of these people are using social media actively (Hostut,2016).

The first question of the thesis is how do the most reputable companies communicate their CSR issues on digital media. This study looks for the presence of these issues on the sample digital media. Concerning the digital CSR disclosure of the most reputable corporations in Turkey, the findings indicate that all of twenty corporations present information about various CSR issues on their digital media. Table-8 illustrates presence of various CSR issues on digital media in Turkey as the answer of the first question of thesis.

Table 8. Presence of CSR Issues on Digital Media In Turkey

CSR Issues	**Presence (Percent)**
Employment and human resources	100
Social action	100
Environmental action	100
External criteria	95
Corporate profile	95
Relationship with publics	95
Economic action	95
Corporate governance	90
Corporate ethics	80
Products and services	75

Group companies have been evaluated under the companies in which it resides. All ten issues have scores above 50 percent, which means Turkish reputable companies are in a tendecy to disclose various CSR issues on their digital media.

'Employment and Human Resorurces' is another important issue. All organization have separate section for their actual and prospective employees. The UN Global Compact declare ten principles in the areas of human rights, labour, the environment and anti-corruption, that are relavant to this issue. Most of the companies are signed this compact and yet attribute importance gender equality to all their employees and that diversity in their workforce is encouraged. Some companies offer their employees with an opportunity such as flexible working hours,social facilities, etc. by giving them value besides they aim at increase company loyalty.

‘Social Action’ is also another high score (100 percent). EnerjiSa has been evaluated under Sabancı Holding because Enerjisa is one of Sabancı Holding’s affiliates so Sabancı Holding explain their social issues like that:

Sabancı group education, health, culture, sport and social services to be provided in number of institutions for the benefit of the community, was involved in charity work effectively(https://www.sabanci.com/ca/docs/81C618A792194902989F642D54052A/B192E51F7622488D90C85041EBDF8DE2.pdf).

The majority of enterprises declare their involvement in their environmental issues. Novartis fully approves Novartis Environmental protection (HSE) in the areas of nine principles. The realization of these principles charge all the responsibility in commercial activities and Novartis Employees in every sense of "good citizens" need to be represented.

Corporations share various reports named as Sustainability Report, Annual Report, Activity Report, Environmental Report as to disclose their responsibilities. Among various reports sustainability report is the most preferred communication tools. These reports is utilized as ‘External Criteria’. The findings show that 95 percent of the corporations have extenal criteria. Mercedes-Benz Turkey prepared under the name of enviromental report that contains their corporate values, sustainability and environmental policy.

Ninety-five percent of them (n: 19/20) explain enterprises’s views, values and corporate strategy within a responsibility approach on their digital media.

Another high presence is ‘relationship with publics’. All the corporations tried to explain and declare about interests, importance, and linking of the group of public with enterprise. Koç Holding declares their stakeholder relationship as follows:

‘In line with its corporate values, governance principles and sustainability approach, it is especially important for Koç Holding to establish a dialogue with its stakeholders located on its operational geography so that it could develop its strategies that will shape the future in the best way possible by recognizing the stakeholder expectations and needs properly. Creating constant and constructive communication with the stakeholders lies in the essence of this strategy (http://www.koc.com.tr/tr-tr/kurumsalsosyalsorumluluk/CSRReports/Koc%20Topluluğu%20KSS%20Raporu%202014.pdf)’.

All the corporations have an attempt to create economic impact in their local, regional, national, and suprenational environment. Unilever Turkey aims at improving the livelihoods of small farmers and women’s empowerment. Allianz Insurance provides a scholarship for the Anatolian grantees, who was studying at the medical school at Koç University duration of study.

90 percent of enterprise’s digital media platforms allocate for the issue that compromise declarations and explanations of their transparency, compromises in the governance of the company. All the corporations which have scores for ‘Corporate Govarnance’ issue attach importance to sustainability, accountable, transparent concepts. Corporate Govarnance issue is placed generally under investor relations section.

‘Corporate Ethics’ is vital for a company’s responsibility approach but this issue is not priority for Turkish corporations via digital media. The ethical perspective of the companies is present generally as information embedded in the web pages or as a link to Sustainability Reports PDF file.

In Turkey, companies are in tendecy to explain their products and services from commercial perspective through their digital media platforms not from CSR perspectives and also the corporations are using their social media accounts mostly for commercial purposes.

The first question is about the most reputable companies how communicate their CSR issues on digital media. This study looks for the presence of these issues on the sample digital media. Concerning the digital CSR disclosure of the most reputable corporations in multinational companies, the findings indicate that all of twenty corporations present information about various CSR issues on their digital media. Table- 9 illustrates presence of various CSR issues on digital media in multinational companies as the answer of the first question of thesis.

Table 9. Presence of CSR Issues on Digital Media In Multinational Companies

CSR Issues	**Presence (Percent)**
Social Action	100
Environmental Action	100
Relationship with Publics	100
Economic Action	100
Corporate Profile	95
Employment and Human Resources	95
Corporate Governance	95
External Criteria	95
Corporate Ethics	95
Products and Services	95

Reputable companies tend to communicate their CSR issues on digital media. The findings reveal that social action and environmental action are visible in both the most reputable Turkish and multinational corporations. Turkish companies are superior compared to multinational companies in the category of Employment and Human Resources issue which means Turkish corporations tend to explain enterprise's system of contract, promotion and evaluation.

Relationship with publics and economic action issues are most existing issue for multinational corporations compared to Turkish companies so that they declare and explain about interests, importance, and linking of the group of public with enteprise and also multinational companies are in a struggle for explaining their economic impact in their local, regional, national and supranational environment.

Both Turkish and multinational companies have explanation of the enterprise's views, values, and corporate strategy within a responsibility approach on their digital media.

Multinational companies are in tendecy to emphasis on transparency and comprise explanation of the structure of power of remunerations and their compromises in the governance of the company (95 percent) compared to Turkish companies (90 percent).

Both Corporations share various reports named as sustainability report, UN global progress report, environmental report, annual report, green company report, CSR report as to disclose their responsibilities.

Corporate ethics issue is very important for multinational companies (95 percent) as compared with Turkish corporations. 80 percent of Turkish companies give a place to for issue that explain their ethical comprises in relation with the business and its groups of public. The ethical information is shared generally as ‘Code of Ethics’ or ‘Code of Conduct’ in both companies.

The total number of products and services issue from Turkey is only seventy- five. Compared to multinational companies the number is low and they have commercial perspective while presenting their products and services not from CSR perspectives besides multinational companies are using effectively their digital media platforms with CSR perspective than Turkish companies.

The multinational corporations communicate their CSR issues via the digital media than Turkish companies.

The second question is about the availability of the devices which are used to enable interactivity, on digital media. Turkish companies's interaction devices on digital media are presented in Table – 10 as the answer of second question of thesis.

Table 10. Turkish Companies's Interaction Devices on Digital Media

Interaction Device	**Presence (Percent)**
Web Site	100
7/24 Call Center	85
Link to Social Media	85
Various Feedback Forms*	85
Link to Another Website	80
Free Line	80
Online Q/A	75
Graphics - Charts	75
E-mail	55
Online Job Application Form	55
Audio - Visual	40
Blog	15
Forum	0

Note: * forms for investors, complaint forms, recommendation forms

The most preferred device is web site with an 100 percent presence. Companies are using this device in order to reach and prompt access to their stakeholders. Another high presence is (85 percent) 7/24 Call Center. We can understand that companies want to communicate with their customer via 7/24 call center.

Seventeen companies (85 percent) include links to their social media accounts on their websites. Facebook and Twitter are the most preferred online media platforms according to the findings (80 percent). Additively YouTube (55 percent), LinkedIn (50 percent), Google+ (20 percent), Pinterest (10 percent), Vimeo (5 percent) links are given on their websites.

Various feedback forms are present for investors and consumers with an 85 percent of presence. There are generally complaint and recommedation forms rather than form for investors in order to get feedback from consumers. This high percentage presence gives us idea about the interaction of the companies. The corporation who want to get feedback from their customers and investors or build relationship can be carrying out stakeholder involvement strategy but to further understand which strategy is dominant might be investigating in depth.

A high number of the companies give links to another website (80 percent) belonging the same company such as affiliates or global presence. One company creates website for investors gives link to their offical website. Free line have high score according to our findings. This interactive device is used as switchboard.

Online Q/A sections are in use as marketing communication device so questions are usually related to their sales process not answering questions about the company. Online Q/ A interaction device is published on the site. For example Garanti Leasing answer the questions such as Why would i prefer Garanti Leasing? And Can i get results expeditiously with Garanti Leasing besides Coca-Cola created Merakettim

interactive platform for customer's complaint and recommedations. This platform serves like social network.

There are different types of questions on this platform such as Is there any Mouse blood in your products? Could you tell me amount of sugar in Coke? Even the weirdest questions are Does Coca- cola help to Isreal, What is your connection to Israel? And Do you give all your profit to Israel? Why is not the formula of Coca-Cola explained? (https://merakettim.cocacolaturkiye.com/home?category=kurumsal&page=9). This kind of questions are answered by the company explicitly.

Graphics / charts interactive devices are used mostly in order to present financial tables embedded in their online financial reports. Concerning e-mail, 55 percent of the companies give at least one e-mail address for communication which means 45 percent of the corporations do not want to communicate their publics via e-mail.

55 percent of companies shared online job application forms on their digital media. Companies are using these interactive device in order to access promptly to prospective employees. 40 percent of corporations give place to audio / visual elements. This device is used for showing publicity of companies or their advertisement. Only three enterprises give links to blogs (15 percent) so blogging is not popular in Turkey, this can be expected result.

Finding reveal that the corporations want to interact prospective employees, customers, investors through interaction devices on their digital media and also build relationships with them.

The second question is about the availability of the devices which are used to enable interactivity, on digital media. Multinational companies's interaction devices on digital media are presented in Table – 11 as the answer of the second question of thesis.

Table 11. Multinational Companies's Interaction Devices on Digital Media

Interaction Device	**Presence (Percent)**
Web Site	100
Online job application form	95
Various Feedback forms*	90
E-mail	90
Link to Social Media	85
7/24 Call Center	85
Link to Another Website	80
Graphics- Charts	80
Online Q/A	75
Audio- Visual	75
Free Line	70
Blog	50
Forum	40

Note: * forms for investors, complaint forms, recommendation forms

Both Turkish and multinational companies have their official websites. Online job application forms is very important for multinational companies compared to Turkish companies (95 percent). This interactive device is used by multinational companies in

order to prompt access to their candidates. The form is presented under human resources pages or careers.

Multinational companies have high percantage of various feedback forms created in order to get feedback from their stakeholders than Turkish companies. All of this gives us idea about multinational companies are good at getting feedback from their stakeholders compared to Turkish corporations.

Multinational companies make contact with their publics via e-mail than Turkish companies. In this case, they attach importance to e-mail is indicator of their effective communication tool.

Seventeen multinational companies (85 percent) include links to their social media accounts on their websites. Facebook, Twitter and Youtube are the most preffered online media platforms according to the findings (80 percent). Additionally Instagram (60 percent) LinkedIn (50 percent), Google+ (25 percent), Pinterest (20 percent), Flickr (10 percent), Tumblr (5 percent), Vimeo (5 percent) links are given on their websites but multinational companies are using their social media accounts with a CSR perspective rather than commercial one compared to Turkish companies. In addition to these, Rolex gives link to Youku, Douban online networking services.

Both Turkish and multinational companies tend to use 7/24 call center to contact their publics. Free line is used by both multinational and Turkish companies either

switchboard or telephone line for investors but Turkish companies tend to use more traditional free line devices compared to multinational companies.

Both multinational and Turkish companies give links to another website belonging with same company (80 percent) but multinational companies give link to their local and regional presence.

Graphics / charts interactive devices are used mostly in order to present financial tables and charts embedded in both multinational and Turkish companies's online financial reports and also we can say that the multinational corporations want to build relationship with their investors by presenting the information that their investors need to through their graphics / charts interactive devices.

Turkish companies are in tendency to answer questions about their sales process through Online Q / A segment however multinational companies tend to answer questions are coming from their customers, investors about overall company. For example, Nestle crate a space apart for answering these questions such as How can i find a job with Nestle? Does Nestle have child labour in its cocoa supply chain? (htp://www.nestle.com/ask-nestle).

75 percent of multinational companies are using audio / visual interactive devices more responsible than Turkish companies.

Blogging and forums have an important positions for multinational companies than

Turkish companies. These results suggest that the multinational organizations aim to construct new spaces for discussion and action and these interactive tools will offer opportunities for interactive conversations in form of negotiated exchange of ideas and opinions.

The multinational companies are superior to enable interactivity via their online devices regarding CSR related issues than Turkish companies.

The third question is related to the interactivity level of Turkish and multinational companies' digital CSR disclosures. By using Dholakia et al.'s (2000) Six Interactivity Dimensions in the way stated in that study, all of the digital CSR disclosures were analyzed. Turkish corporations's interaction dimensions charts are presented on digital media in Appendix A as the answer of the third question of thesis.

Turkish companies's interaction dimensions chart on digital media are presented as percent in Table – 12 as the answer of third question of thesis.

Table 12. Interaction Dimensions Chart In Turkey

Interaction Dimensions	**Presence Percent**
User Control	100
Personalisation	100
Responsiveness	100
Connectedness	45
Real Time Interaction	10
Playfulness	10

EnerjiSA met all of the five criteria, and thus it was the most interactive according to this particular measure (see table – 24). Koç Holding, Turkcell, Arçelik, Opet, Garanti Bank, Eti Nourishment, Eczacıbaşı Vitra, Novartis Turkey, TEB Faktoring, Unilever Turkey fulfilled four criteria. Ekol Logistic, Migros, Mercedez -Benz Turkey, Eregli Iron and Steel, Pınar Milk, Garanti Leasing, Allianz Insurance, Şişecam fulfilled three criteria. User control, personalisation, responsiveness were the most common interactive feature of the digital media with 20 occurrences, followed by connectedness with 9, real time interaction and playfulness with 2 each.

The study found that the average interactivity level of this one corporate digital media was high interactivity (5 % where 100% represents features in every category). The rest of Turkish companies had moderate interactivity.

Dohlakia et al. (2000) give us the opportunity to hypothesize that the digital media might be better for establishing relationships with society when more interactivity criteria are in play. Therefore, only one company would achieve this relationship with society, while the resting organizations would remain at moderate level.

The third question is related to the interactivity level of Turkish and multinational companies' digital CSR disclosures. By using Dholakia et al.'s (2000) Six Interactivity Dimensions in the way stated in that study, all of the digital CSR disclosures were analyzed. Multinational corporations's interaction dimensions charts are presented in Appendix A as the answer of the third question of thesis.

Multinational companies's interaction dimensions on digital media are presented as percent in Table – 13 as the answer of third question of thesis.

Table 12. Interaction Dimensions Chart In Multinational Companies

Interaction Dimensions	**Presence Percent**
User Control	100
Personalisation	100
Responsiveness	100
Connectedness	75
Real Time Interaction	45
Playfulness	15

Microsoft fulfilled all criteria and was therefore most interactive by this particular measure (see table – 38). Robert Bosch, Nestle, Adidas, Johnson & Johnson, Volkswagen, Lego fulfilled five criteria. Google, BMW, The Walt Disney Company, Daimler Lego, Intel, Rollls -Royce Aerospace, Rolex, Canon, Philips Electronics, Sony, Michelin, Samsung Electronics fulfilled four criteria. Just Apple fulfilled three categories. User control, personalisation, responsiveness were the most common interactive feature of the digital media with 20 occurrences, followed by connectedness with 15, real time interaction with 9 and playfulness with 3.

The study found that the average interactivity level of this one corporate digital media was high interactivity (5 % where 100% represents features in every category). The rest of multinational companies were moderate interactivity. It can be shown that the digital media of a well-known company may have relatively less interactivity such as that of Apple Co.

Dohlakia et al. (2000) give us the opportunity to hypothesize that the digital media might be better for establishing relationships with society when more interactivity criteria are in play. Therefore, only one company would achieve this relationship with society, while the resting organizations would remain at moderate level.

This table 14 given below allows us to make a comparison of the interactivity levels of Turkish and Multinational companies' digital CSR disclosures, in percentages.

Table 13. A Comparison of The Interactivity Level of Turkish and Multinational Companies

Interaction Dimensions	**Presence (Turkey) Percent**	**Presence (Multinational Companies) Percent**
User Control	100	100
Personalisation	100	100
Responsiveness	100	100
Connectedness	45	75
Real Time Interaction	10	45
Playfulness	10	15

Both of the Turkish and multinational organizations are prone to enable the users to surf between the pages based on their own decisions, and they provide the users with various information that the individuals are interested in and also offer the information publics are requesting, and reply promptly and professionally “to public concerns, questions, and requests via specially trained response personnel.45 percent of Turkish companies and 75 percent of multinational companies created space allocated for people to respond to each others input asynchronously about their digital CSR disclosures especially in their social media accounts. 45 percent of multinational companies and 10 percent of Turkish companies enable visitors to interact as close to real time situation through their social media accounts.

Playfulness interactivity dimension is not implemented generally by both Turkish and multinational corporations in their interaction devices but the multinational companies are superior than Turkish companies regarding playfulness. Lego corporation creates playful website is mission to protect the planet for future generations by asking questions is about their CSR disclosures via quiz such as ‘Giving toys to children in Syria and Jordan?’ ‘Build a weather machine that rains Lego bricks?’ (https://www.lego.com/en-us/campaigns/planet-crew#quiz-setup).This is indicator of games and animation options.

Both Turkish and multinational companies provide interactivity levels of user control, personalisation, responsiveness and also multinational companies get the whip hand of Turkish companies concerning connectedness, real time interaction, playfulness interactivity levels. Nestle answers all the questions on their website such as ‘What is Nestle doing to improve the sourcing of palm oil?’ (http://www.nestle.com/ask-nestle/environment/answers/palm-oil-sourcing) or ‘What are you doing to reduce salt in your products? (http://www.nestle.com/ask-nestle/health-nutrition) and The executive reply questions about their Creating Shared Value in Action is about to create value for their shareholders and their company and it’s possible to comment the visitors each others via their social media accounts so they make it possible to establish dialogic communication in the form of “negotiated exchange of the thought and opinions”. Thus, the findings reveal that the multinational companies tend to interact with their publics than Turkish companies via digital media.

All reputable companies have to share their economic and environmental impacts and reveal their corporate govarnance issue to their stakeholders in a much more transparent way so it's indicator of being social responsible towards their stakeholders therefore multinational companies are in tendency to act them responsibly and also by creating perception that they value their stakeholders thoughts. This situation are likely to strengthen their corporate reputation. Especially, in the areas of human rights, the environment, anti-corruption in developed and developing countries multinational companies operate, they are in a responsible manner to their stakeholders and they reflect this behavior to their different kinds of publics. It may not be noted for undeveloped countries. Turkish reputable companies are not very much back at a level but compared to multinational companies they're inadequate communicating CSR issues and to interact with their publics on digital media. Multinational companies can build on this by communicating about CSR issues with their stakeholders through their digital media that truly allow their stakeholders to have a say. Such interactions are likely to strengthen their corporate reputation and their stakeholders are more inclined to pass on their information to others and to recommend multinational companies to others than Turkish companies.

5. GENERAL DISCUSSION AND CONCLUSION

Today's reputable companies understood the importance of being a good corporate citizen and in addition they have begun to actively communicate with their public through their CSR activities thus they tended to protect, promote and enchance their reputation. Because, the social reality was established via discourses (Philips & Hardy, 2002 as citied in Bıçakçı, 2015). It’s important to perceive how the most reputable companies disclose their CSR issues online.

Accepting CSR as an inevitable part of reputation, this study made a research to reveal how the most reputable Turkish and multinational companies disclose their CSR issues online.

The first question was how do the most reputable companies communicate their CSR issues on digital media. Reputable companies tended to disclose various CSR issues through traditional and/or digital media.

The findings revealed that social action and environmental action were visible in both the most reputable Turkish and multinational corporations. Turkish companies were superior compared to multinational companies in the category of Employment and human resources issue which means Turkish corporations tended to explain enterprise’s system of contract, promotion and evaluation. Public have started to awareness and interest in social, environmental and employment and human resources issues and catched the attention from mass media so Turkish companies have begun to give value to employment and human resources issue and they may have wanted to attract potential employees to their companies.

Relationship with publics and economic action issues were most existing issues for multinational corporations compared to Turkish companies so that they declared and explained about interests, importance, and linking of the group of publics with enteprise and also multinational companies were in a struggle for explaining their economic impact in their local, regional, national and supranational environment. Relationship with publics and economic action issues may have been an important issues for multinational companies due to being large-scale companies and necessity of being more responsible in economic and social terms.

Both Turkish and multinational companies had explanation of the enterprise's views, values, and corporate strategy within a responsibility approach on their digital media. The findings revealed that the corporations' CSR perspectives were visible in their corporate profiles which means corporations tried to understand the expectations and demands of society.

Multinational companies were in tendecy to put emphasis on transparency and comprise explanation of the structure of power of remunerations and their compromises in the governance of the company (95 percent) compared to Turkish companies (90 percent). The organizations had to publicize their corporate governance subjects, since they would allow them to more transparently show how their CSR policies and implementations were beneficial for the stakeholders, in addition to the benefit of company.

The total number of products and services issue from Turkey was only seventy- five. Compared to multinational companies the number was low and they had commercial perspective while presenting their products and services not from CSR perspectives besides multinational companies were using effectively their digital media platforms with CSR perspective than Turkish companies. It's important to reflect the CSR understanding of multinational companies in relation with the goods they produce or the services they provide.

The second question was about the availability of the devices which are used to enable interactivity, on digital media. We could say that both the most reputable Turkish and multinational companies tended to interact with their publics either with digital devices such as online forms and e-mails or more traditional devices such as 7/24 Call Center or free lines.

With a 95 percent availability online job application form was very important for multinational companies compared to Turkish companies. This interactive device was used by multinational companies in order to prompt access to their candidates. This was indicator of being responsible towards their employees and potential employees. In developed and developing countries where multinational companies operated was an obligation to act them responsibly so this result was not surprising.

Multinational companies had high percantage of various feedback forms created in order to get feedback from their stakeholders than Turkish companies. All of this gave us idea about multinational companies were good at getting feedback from their

stakeholders compared to Turkish corporations. Multinational companies were in tendency to get feedback from their publics instead of traditional way of communication while multinational companies were communicating with their publics. This result might be due to being accountable to their publics.

Multinational companies made contact with their publics via e-mail whereas Turkish companies do not prefer e-mail in reaching their publics. In this case, multinational companies attached importance to e-mail as an indicator of their effective communication. Turkish companies may have wanted to communicate their public via traditional devices due to Turkish companies were in tendency to have traditional perspectives.

Graphics / charts interactive devices were used mostly in order to present financial tables and charts embedded in both multinational and Turkish companies's online financial reports and also we could say that the corporations wanted to build relationship with their investors by presenting the information that their investors need to through their graphics / charts interactive devices. Graphics and charts were the most important issue for investors with regard to understanding of the company's financial position and these interaction devices gave investors idea about whether they were investing these companies or not.

Blogging and forums had an important positions for multinational companies than Turkish companies. The finding revealed that multinational companies wanted to create new spaces for debate and action and these interactive devices could be

offering opportunities for interactive communication in the form of negotiated exchange of ideas and opinions.

The multinational companies were superior to enable interactivity via their online devices regarding CSR related issues than Turkish companies. In developed and developing countries where multinational companies operated was an obligation to act them responsibly so multinational companies must be interactive while they're communicating with their publics about CSR issues on digital media.

The third question was related to the interactivity levels of Turkish and multinational companies' digital CSR disclosures. By using Dholakia et al.'s (2000) Six Interactivity Dimensions in the way stated in that study, all of the digital CSR disclosures were analyzed.

Both Turkish and multinational companies provided in terms of interactivity levels of user control, personalisation, responsiveness and also multinational companies got the whip hand of Turkish companies concerning connectedness, real time interaction, playfulness interactivity levels.

Playfulness interactivity dimension were not implemented generally by both Turkish and multinational corporations on their interaction devices but the multinational companies were superior than Turkish companies regarding playfulness but from the aspect of public relations, the relationship establishment function of these games is

considered debatable and conditional; the case-specific decisions necessitate exact information about the specific requests of targeted society. This component is mainly observed in relation with the personalization (Gustavsen & Tilley, 2003).

Dholakia et al. (2000) reported that the level and type of interactivity are remarkably related with the type of organization's website. They emphasized that the user control, personalization, and real-time interaction parameters are more influential than the playfulness or connectedness are for the information websites (p. 14). If we implemented this hypothesis, the results might have been different.

There was a significant limitation to this study. This limitation was with the data of twenty Turkish companies listed by Capital business journal and also the data of twenty multinational companies listed by Reputation Institute.

Various issues were related to CSR concept were identified in this study. According to our findings, the most reputable Turkish and multinational companies have adopted to their social responsibilities and also they tended to communicate about their responsibilities on their digital media but we could say that the multinational companies were superior than Turkish companies communicating CSR issues on digital media.

The findings revealed that the multinational companies tended to interact with their publics than Turkish companies via digital media. The multinational companies tended to utilize the interaction devices to communicate with their prospective

employees, investors, and consumers and also contributed to building the long-term, mutually responsive relationships.

In developed and developing countries where multinational companies operated was an obligation to act them responsibly so multinational companies must be interactive while they're communicating with their publics about CSR issues on digital media.

All reputable companies had to share their economic and environmental impacts and reveal their corporate govarnance issue to their stakeholders in a much more transparent way so it's indicator of being social responsible towards their stakeholders therefore multinational companies were in tendency to act them responsibly and also by creating perception that they value their stakeholders thoughts. This situation was likely to strengthen their corporate reputation. Especially, in the areas of human rights, the environment, anti-corruption in developed and developing countries multinational companies operated, they were in a responsible manner to their stakeholders and they reflected this behavior to their different kinds of publics. It may not be noted in undeveloped countries. Turkish reputable companies were not very much back at a level but compared to multinational companies they're inadequate communicating CSR issues and to interact with their publics on digital media. Multinational companies could build on this by communicating about CSR issues with their stakeholders through their digital media that truly allow their stakeholders to have a say. Such interactions were likely to strengthen their corporate reputation and their stakeholders were more inclined to pass on their information to others and to recommend multinational companies to others than Turkish companies.

Regarding understanding the CSR issues and making use of the digital CSR communications, this study provided a definition and set of criteria, which might be useful for PR practitioners.

A further study can be done with a broader sample which may represent less and more reputable companies and also compare their CSR disclosures. Besides for future research may be to compare, for example, conclusions across a sample of digital media on the broader three scales are constituted by three academic authors such as Dholakia et al's interactivity categories (2000) Kent and Taylor's (1998) dialogue criteria, and Ledingham and Bruning's (2000) relationship measures (Dholakia & Zhao & Dholakia & Fortin, 2000).

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APPENDIX A

Table 15. Koç Holding's Interaction Dimensions Chart

Koç Holding	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12	22,23	32			
Link to Social Media	11	22,23	32	41		
E-mail	11,12	23				
Free Line	11,12	23				
Audio-Visual	11,12	23	32			
Graphics - Charts	11,12	22,23	32			
Link to Another Website						
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 16. Turkcell's Interaction Dimensions Chart

Turkcell	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12	22	31,32			
Various Feedback Forms*	11,12		31			
Link to Social Media	11		32	41		
Blog	11					
7/ 24 Call Center	11,12					
Online Q/A	11		32			
Audio - Visual	11		32			
Graphics - Charts	11	22,23	32			
Link to Another Website	11					
Total	11	22	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 17. Arçelik's Interaction Dimensions Chart

Arçelik	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22	31,32			
Online Job Application Forms	11,12,14					
Various Feedback Forms*	11,12,13,14	22	32			
Link to Social Media	11,14	23		41		
E-mail	11,12,14		32			
Online Q/A						
Audio - Visual	11,12,14		32			
7/24 Call Center	11		32			
Graphics - Charts	11,12	22	32			
Total	11	22	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 18. Opet's Interaction Dimensions Chart

Opet	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13	22	31,32			
Online Job Application Forms	11					
Various Feedback Forms*	11,12		32			
Link to Social Media	11,14	23	32	41		
7/24 Call Center	11,12					
Free Line	11,12					
Link to Another Website	11,12	23	32			
E- mail	11,12					
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 19. Garanti Bank's Interaction Dimensions Chart

Garanti Bank	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	32			
Link to Social Media	11,14	21,23	32	41		
7/24 Call Center	11,14		32			
Free Line	11,14		32			
E- mail	11,14		32			
Online Q/A						
Graphics - Charts	11	22,23	32			
Link to Another Website	11,12,13,14	23	32			
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 20. Eti Nourishment's Interaction Dimensions Chart

Eti Nourishment	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	23	31,32			
Various Feedback Forms*	11,12		32			
Link to Social Media	11,14	23	32	41		
7/24 Call Center	11,12		32			
Free Line	11,12,14		32			
Online Job Application Form	11					
Audio - Visual	11,12,14	23				
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 21. Unilever Turkey's Interaction Dimensions Chart

Unilever Turkey	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	31,32			
Online Job Application Form	11,12,13,14	23				
Various Feedback Forms*	11,12,14		32			
E- mail	11,14		32			
Link to Social Media	11,14	22	32	41	52	
Free Line	11,14		32			
Online Q/ A	11,14	22	32			
Link to another Website						
Total	11,14	22,23	32	41	52	

Note: * forms for investors, complaint forms, recommendation forms

Table 22. Migros's Interaction Dimensions Chart

Migros	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12	22,23	31,32			
Online Job Application Form	11	23				
Various Feedback Forms*	11,12,13,14		32			
E-mail	11,12,14		32			
7/24 Call Center	11,12		32			
Free Line	11,12,14	23	32			
Online Q/A						
Graphics - Charts	11,12	23	32			
Link to Another Website						
Total	11	23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 23. Eczacıbaşı Vitra's Interaction Dimensions Chart

Eczacıbaşı Vitra	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,14	23	32			
E-mail						
Link to Social Media	11,14	23			52	
7/24 Call Center	11,14		32			
Online Q/A						
Audio/Visual	11,12,14					
Link to Another Website	11,12,14	22	32			
Total	11,14	23	32		52	

Note: * forms for investors, complaint forms, recommendation forms

Table 24. EnerjiSA's Interaction Dimensions Chart

EnerjiSA	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11	23	32			
Various Feedback Forms*						
7/24 Call Center	11		32			
Link to Social Media	11,14	23	32	41		61
Free Line	11,12,14		32			
Online Q/A						
Link to Another Website	11,12,13,14	23	32			
Total	11	23	32	41		61

Note: * forms for investors, complaint forms, recommendation forms

Table 25. Coca – Cola Turkey's Interaction Dimensions Chart

Coca- Cola Turkey	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13	22,23	31,32			
Online Job Application Form	11,12,13	23				
Various Feedback Forms*	11,12	23	32			
7/24 Call Center	11,12		32			
Free Line	11		32			
Online Q/A	11,13,14	21,23	31,32			
Audio - Visual						
Graphics - Charts	11,12	22	32			
Link to Another Website	11,12,13,14	22,23	31,32		52	
Total	11	23	32		52	

Note: * forms for investors, complaint forms, recommendation forms

Table 26. Pınar Milk's Interaction Dimensions Chart

Pınar Milk	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	32			
Various Feedback Forms*						
E-mail	11,12		32			
7/24 Call Center	11,12		32			
Link to Social Media	11,14	23				
Online Q/A						
Graphics - Charts	11	22,23				
Total	11	23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 27. Mercedez – Benz Turkey's Interaction Dimensions Chart

Mercedez-Benz Turkey	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13	22,23	31,32			
Various Feedback Forms*	11,14	21	32			
E-mail	11		32			
7/24 Call Center	11		32			
Blog						
Online Q/A						
Link to Social Media						
Link to Another Website						
Total	11	21,22,23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 28. Novartis Turkey's Interaction Dimensions Chart

Novartis Turkey	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	31,32			
Online Job Application Form	11,13,14	23				
Various Feedback Forms*	11,13,14	23	32			
E-mail						
7/24 Call Center	11,13,14		32			
Link to Social Media	11,14	22,23	32	41		
Audio - Visual	11					
Graphics - Charts	11,12	22,23	32			
Link to Another Website						
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 29. Eregli Iron and Steel's Interaction Dimensions Chart

Eregli Iron and Steel	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	23	32			
Online Job Application Form	11,12,13,14					
Free Line	11,12,14		32			
E-mail	11,12		32			
Online Q/A						
Graphics - Charts	11	22,23	32			
Link to Another Website	11,12,13	22	32			
Total	11	22,23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 30. TEB Faktoring's Interaction Dimensions Chart

TEB Faktoring	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	31,32			
Various Feedback Forms*	11,12,14		32			
7/24 Call Center	11,12		32			
Link to Social Media	11,14	23	32			61
Online Q/A						
Blog						
Graphics - Charts	11,12	23	32			
Link to Another Website	11,12,13,14	22,23	32			
Total	11	23	32			61

Note: * forms for investors, complaint forms, recommendation forms

Table 31. Ekol Logistic's Interaction Dimensions Chart

Ekol Logistic	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,14		31,32			
Online Job Application Form	11,12					
Various Feedback Forms*	11,12		32			
7/24 Call Center	11,12		32			
Free Line	11,12		32			
E-mail	11,12		32			
Link to Social Media	11,14	23	32			
Graphics - Charts	11,13	22,23	32			
Link to Another Website						
Total	11	23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 32. Garanti Leasing's Interaction Dimensions Chart

Garanti Leasing	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	31,32			
Various Feedback Forms*	11,12		32			
7/24 Call Center	11,12		32			
Free Line	11,12	23	32			
Online Q/A						
Link to Social Media	11,14		32			
Graphics - Charts						
Link to Another Website	11,12,13,14	22,23	32			
Total	11	23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 33. Allianz Insurance's Interaction Dimensions Chart

Allianz Insurance	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12	22,23	31,32			
Online Job Application Form						
Various Feedback Forms*	11,12,13		32			
7/24 Call Center						
Free Line	11,12,14	23	32			
E-mail	11,12,14		32			
Online Q/A						
Link to Another Website	11,12,13		31,32			
Total	11	23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 34. Şişecam's Interaction Dimensions Chart

Şişecam	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,14	22,23	31,32			
Online Job Application Form	11,12,13	23	32			
Various Feedback Forms*	11,12,13	23	32			
7/24 Call Center	11,12,14		32			
Free Line	11,12,14		32			
Link to Social Media	11,14		32			
Graphics - Charts	11,12	22,23				
Link to Another Website	11,12,14	22,23	32			
Total	11	23	32			

Note: * forms for investors, complaint forms, recommendation forms

Table 35. Google's Interaction Dimensions Chart

Google	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,14	22,23	32			
Online Job Application Form	11,13	23				
Various Feedback Forms*						
Free Line	11,13,14	23	32			
Online Q/A						
Link To Social Media	11,14	23		41		
Blog	11,13	22,23	31,32			
Forums						
Graphics - Charts	11	22,23	32			
Audio - Visual	11	22,23	32			
Link to Another Page	11,13	22,23	31,32			
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 36. BMW's Interaction Dimesions Chart

BMW	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	31,32			
Online Job Application Form	11,13,14	23				
Various Feedback Forms*	11,13,14	23	31,32			
7/24 Call Center	11,14	23	32			
E-mail	11,14	23	32			
Link to Social Media						
Online Q/A						
Link to Another Website	11,14	23	32			61
Total	11,14	23	32			61

Note: * forms for investors, complaint forms, recommendation forms

Table 37. The Walt Disney Company's Interaction Dimensions Chart

The Walt Disney Company	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	32		52	
Online Job Application form	11,13,14	23				
Various Feedback Forms*						
7/24 Call Center						
E-mail	11,13,14	23	32			
Online Q/A	11,14	23	32		52	
Link to Social Media	11,13	22,23				
Blog						
Forums						
Link to Another Website						
Total	11	23	32		52	

Note: * forms for investors, complaint forms, recommendation forms

Table 38. Microsoft's Interaction Dimensions Chart

Microsoft	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13	22,23	32	41	52	61
Online Job Application Form	11,13,14	23	31,32			
Various Feedback Forms*						
7/24 Call Center	11,14	23	32			
Free Line	11,14	23	32			
E-mail						
Online Q/A						
Link to Social Media	11,14	23	32	41		
Blog	11,14	22,23	32			
Graphics - Charts	11,14	22,23	32			
Total	11	23	32	41	52	61

Note: * forms for investors, complaint forms, recommendation forms

Table 39. Daimler's Interaction Dimensions Chart

Daimler	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13, 14	22,23	31,32			
Online Job Application Form	11,12,13, 14	23				
Various Feedback Forms*	11,12,13, 14	23	31,32			
7/24 Call Center	11,12,14		32			
Free Line	11,12,14		32			
E-mail	11,12,14		32			
Online Q/A						
Link to Social Media	11,14	22,23	32	41		
Blog	11,12,14	23	31,32			
Graphics - Charts	11,12	22,23	32			
Audio - Visual	11,12,14	22,23	32		52	
Link to Another Website	11,12,13, 14	22,23	32			
Total	11	23	32		52	

Note: * forms for investors, complaint forms, recommendation forms

Table 40. Lego's Interaction Dimensions Chart

Lego	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	31,32			61
Online Job Application Form	11,12,13,14	23	32			
Various Feedback Forms*	11,12,14		31,32			
7/24 Call Center	11,12,13	23	32			
E-mail	11,14		32			
Online Q/A						
Blog						
Graphics - Charts	11,14	22,23	32			
Audio - Visual	11,12,13,14	22,23	32			61
Link to Another Website	11,13,14	23	31,32			61
Total	11,14	23	32			61

Note: * forms for investors, complaint forms, recommendation forms

Table 41. Apple's Interaction Dimensions Chart

Apple	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	31,32			
Various Feedback Forms*	11,12,13,14	23	31,32			
Online Job Application Form	11,12,13,14	23				
7/24 Call Center	11,12,14	23	32			
Free Line	11,12,14	23	32			
Online Q/A						
Graphics - Charts	11,14	22,23	32			
Audio - Visual	11,14	22	32			
Forums						
Link to Another Website						
Total						

Note: * forms for investors, complaint forms, recommendation forms

Table 42. Intel's Interaction Dimensions Chart

Intel	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13, 14	22,23	31,32			
Online Job Application Form	11,12,13	22,23				
Various Feedback Form*	11,12,14	23	31,32			
7/24 Call Center	11,12	23	32			
Free Line	11,12	23	32			
E-mail	11,12,14	23	31,32			
Link to Social Media	11,14	22,23	32	41	52	
Forums						
Graphics - Charts	11,14	22,23	31,32			
Audio - Visual	11,12,14	22,23	32			
Online Q/A						
Blog	11,12,13, 14	22,23	32			
Total	11	23	32	41	52	

Note: * forms for investors, complaint forms, recommendation forms

Table 43. Rolls- Royce Aerospace's Interaction Dimensions

Rolls-Royce Aerospace	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,14	22,23	32			
Online Job Application Forms	11,13,14	23				
Various Feedback Forms*						
7/24 Call Center						
Free Line						
E-mail						
Link to Social Media	11,14	23	32	41		
Graphics - Charts	11,14	22,23	32			
Link to Another Website	11,12,14	22,23	32			
Total	11,14	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 44. Rolex's Interaction Dimensions Chart

Rolex	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	32		51	
7/24 Call Center	11		32			
Online Q/A						
Link to Social Media	11,14	23	32	41		
Audio - Visual	11,14	22,23	32			
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 45. Volkswagen's Interaction Dimensions Chart

Volkswagen	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,14	22,23	31,32			
Online Job Application Form	11,13,14	23				
Various Feedback Forms*	11,12,13,14	23	31,32			
7/24 Call Center	11,12,14	23	32			
Free Line	11,12,14	23	32			
E-mail	11,12,14	23	32			
Link to Social Media	11,14	22,23	32	41	52	
Audio - Visual	11,12,14	22,23	32			
Graphics - Charts	11,12,13	22,23	32			
Link to Another Website	11,12,13,14	22,23	31,32			
Total	11,14	23	32	41	52	

Note: * forms for investors, complaint forms, recommendation forms

Table 46. Johson & Johnson's Interaction Dimensions Chart

Johnson & Johnson	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13, 14	22,23	31,32			
Online Job Application Form	11,13,14	23				
Various Feedback Forms*	11,13,14	23	31,32			
7/24 Call Center	11	23	32			
Free Line						
Link to Social Media	11,14	23	32	41	52	
Audio - Visual	11,14	23	32			
Graphics - Charts	11,14	22,23	32			
Total	11	23	32	41	52	

Note: * forms for investors, complaint forms, recommendation forms

Table 47. Adidas's Interaction Dimensions Chart

Adidas	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	31,32			
Online Job Application Form	11,13,14	23				
Various Feedback Forms*	11,13,14	23	31,32			
Free Line	11,14	23	32			
E-mail	11,14	23	31,32			
Online Q/A						
Blog	11,13,14	22,23	32			
Audio - Visual						
Link to Social Media	11,14	22,23	32	41	52	
Link to Another Website	11,13,14	22,23	32			
Total	11,14	23	32	41	52	

Note: * forms for investors, complaint forms, recommendation forms

Table 48. Canon's Interaction Dimensions Chart

Canon	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	31,32			
Various Feedback Forms*						
7/24 Call Center						
E-mail	11,14	23	31,32			
Free Line	11,14	23	32			
Link to Social Media	11,14	21,22,23	32	41		
Online Q/A						
Forums						
Graphics-Charts	11	22,23	32			
Link to Another Website						
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 49. Philips Electronics's Interaction Dimensions Chart

Philips Electronics	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13,14	22,23	31,32			
Online Job Application Form	11,12,13,14	23	32			
Various Feedback Forms*	11,13	23	31,32			
7/24 Call Center	11,12,14	23	32			
Free Line						
E-mail	11,12,14	23	31,32			
Link to Social Media	11,14	21,22,23	32	41		
Online Q/A						
Blog	11,14	23	32			
Graphics - Charts	11,14	22,23	32			
Link to Another Website						
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 50. Sony's Interaction Dimensions Chart

Sony	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	32			
Online Job Application Form	11,12,14	23	32			
Various Feedback Forms*						
7/24 Call Center	11,14	23	32			
E-mail	11,12,14	23	31,32			
Link to Social Media						
Blog	11,13,14	23	32	41		
Forums						
Audio - Visual						
Graphics - Charts	11,13,14	22,23	32			
Link to Another Website						
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 51. Michelin's Interaction Dimensions Chart

Michelin	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	31,32			
Online Job Application Form	11,13,14	23	31,32			
Various Feedback Forms*	11,13,14	23	31,32			
E-mail	11,13,14	23	32			
Link to Social Media	11,14	23	32	41		
Audio - Visual	11,14	23	32			
Graphics-Charts	11	22,23	32			
Link to Another Website						
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

Table 52. Nestle's Interaction Dimensions Chart

Nestle	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13, 14	22,23	31,32		52	
Online Job Application Form	11,13,14	23	32			
Various Feedback Forms*	11,14	23	31,32			
7/24 Call Center	11,14	23	32			
Free Line	11,14	23	32			
E-mail	11,14	23	31,32			
Link to Social Media	11,14	22,23	32	41	52	
Online Q/A	11,13,14	23	32			
Blog	11,13,14	22,23	32			
Audio - Visual	11,14	22,23	32		52	
Graphics - Charts	11,14	22,23	32			
Link to Another Website	11,13,14	22,23	32			
Total	11,14	23	32	41	52	

Note: * forms for investors, complaint forms, recommendation forms

Table 53. Robert Bosch's Interaction Dimensions Chart

Robert Bosch	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,12,13, 14	22,23	31,32			
Various Feedback Forms*	11,13	23	31,32			
Online Job Application Form	11,13,14	23				
7/24 Call Center	11,14	23	32			
Free Line	11	23	32			
E-mail	11,14	23	32			
Link to Social Media	11,14	22,23	32	41		
Online Q/A						
Blog	11,14	22,23	32	41	51	
Audio - Visual						
Graphics - Charts	11	22,23	32			
Link to Another Website	11,14	22,23	32	41	51	
Total	11	23	32	41	51	

Note: * forms for investors, complaint forms, recommendation forms

Table 54. Samsung Electronics's Interaction Dimensions Chart

Samsung Electronics	**User Control**	**Personalisation**	**Responsiveness**	**Connectedness**	**Real Time Interaction**	**Playfulness**
Web Site	11,13,14	22,23	31,32			
Online Job Application Form	11,13,14	23				
Various Feedback Forms*	11,14	23	31,32			
7/24 Call Center						
Link to Social Media	11,14	22,23	32	41		
Online Q/A						
Forums						
Audio - Visual						
Graphics - Charts	11	22,23	32			
Link to Another Website	11,14	23	32			
Total	11	23	32	41		

Note: * forms for investors, complaint forms, recommendation forms

APPENDIX B

List of Symbols

BITC : Business in the community

CSR: Corporate social responsibility

Et. al: and so on

ILO: International labour organization

KSS: Corporate social responsibility

OECD: Organization for economic co-operation and development

PR: Public Relations

Vd: Et. Al

WWW: World wide web