Brand Activism in a New Power World

A Case Study of the Social Media Communications of Patagonia

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Abstract

The overarching concepts of this thesis is brand activism and new power, and how companies integrate these concepts in their social media communications. The frameworks *Brand Activism* by Sarkar and Kotler and *New Power* by Jeremy Heimans and Henry Timms will be used to examine how Patagonia works to affect political and societal change, engage consumers in its activist agenda, and motivate businesses to engage in brand activism on social media. We further seek to explore if and how the communication on social media has changed throughout the period of investigation.

We collected data from Patagonia's social media platforms on LinkedIn, Twitter, Facebook, and Instagram through generic purposive sampling. The data sets were coded and the codes categorized in themes, based in the *Brand Activism* framework. During the data collection and analysis of the data set, data-driven codes emerged as expected. The result showed Patagonia leads by example for other companies in showing how prioritizing the common good can be done in business. Further, we found that Patagonia consistently calls individuals to action to mobilize the crowd to forge political change, providing them with easy opportunities to participate. Often posts are shared across Patagonia's platform, targeting a broader group of followers. The patterns of communication and how it is carried out do not show signs of dramatic change during the investigated period. Patagonia is consistent in being activist in its communications and puts great effort into living up to its proclamation of being *The Activism Company*. The communication taps into the new values emerging in society and Patagonia has taken new power values in and ingrained them in its business methods. Patagonia can be used as an example for other businesses interested in becoming brand activists, as inspiration is provided. Patagonia leads by example and is led by its purpose in everything it does, which is the core element in brand activism that is part of the new power world. Some businesses may find it difficult to engage in brand activism or embrace new power values if the business has previously had more traditional business models and values. Through embracing new power values, however, businesses move a step closer to engaging in brand activism. It does require a deep review of values and purpose in order to find a purpose that can lead the business in everything it does, otherwise the communication will be window dressing and only soak through the very upper layers of the business—most likely the marketing department.

Key words: Brand Activism, New Power, sustainability, paradigm shift, environment, politics, business, social media

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Introduction

In a world facing a range of global and threatening issues, responsible behavior of individuals, companies, and governmental institutions have become increasingly important for the sustainability of society and the planet. The climate change is reaching a critical point, where a global effort to limit further damage to the environment is necessary if it is to be possible to reverse the harm already done. For quite some time, corporate social responsibility (CSR) has been popular among companies as a way through which they can do good; however, experts question whether CSR is simply window dressing—or saddle bags—by the marketing department. The argument being that the company would continue to run the same if the CSR initiatives were removed, indicating they provide no real change in the behavior of the companies. CSR has previously been used as a way for companies to give back to communities and the environment, and thereby, all inhabitants of the planet. However, brands need to make larger efforts—they need to both recognize and take responsibility for the amount of power and influence they have, and they need to work for the sake of the common good.

The pressing issues in the global society have sparked a reaction among people who seek to be participants in movements, join sharing-economy initiatives, and take other personal steps towards a more sustainable lifestyle. The forces behind people breaking free from the "old" patterns are found in their increasing distrust in politicians and governmental institutions around the world—though, in some countries, the distrust and dissatisfaction is greater than in others. The belief that the government is failing to properly do its job leads to people creating movements to change and improve the political agenda. It has also caused people to start to turn to brands to guide society into the future. People's values and mindsets are changing, meaning companies must as well. Many people make choices regarding which companies they engage with as customers and which they avoid based upon the companies' respective impacts on society and the climate. Is it possible to think that brands can take a leading role in society, to fill the role when politicians and government fail?

Organizations can work to assume this responsibility by adopting brand activism practices; it gives brands the power to steer all their doings towards a purpose that works for bettering conditions for the common good. Doing business through doing good may sound counterproductive for some businesspeople, however, it may be the necessary step for future success. Patagonia—an American company that sells outdoor clothing and gear—is a brand that openly speaks up about environmental issues and advocates for the fight against climate change and the preservation of

wilderness and wildlife. Patagonia refers to itself as "The Activist Company," blatantly indicating it does activism. It does business through doing its activism, according to the official company website, and the mission of the company is to save the planet. Purpose is put before profit, and profit is regarded as the outcome of the purpose. We selected Patagonia for our case study as it refers to itself as "The Activist Company," and thus, we are interested to know whether the social media communications of the company reflect brand activism, leading us to our problem statement: *How does Patagonia as a self-proclaimed activist brand strive to affect political and societal change, engage consumers in its activist agenda, and motivate other organizations to engage in brand activism through its social media presence and communications?* Additionally, we aim to discover *if and how Patagonia's types of activism on social media and coverage of said activism changes throughout the studied period*.

Literature Review

Corporate Reputation and Brand Activism

Increasingly, consumers expect brands to take public stands on social and political issues, according to Sarkar and Kotler (2018, p. 219), leading to what they refer to as *brand activism*. To understand brand activism, Sarkar and Kotler (2018) start by examining *activism*, using the definition found on Wikipedia:

> Activism consists of efforts to promote, impede, or direct social, political, economic, and/or environmental reform or stasis with the desire to make improvements in society. Forms of activism range from writing letters to newspapers or to politicians, political campaigning, economic activism such as boycotts or preferentially patronizing businesses, rallies, street marches, strikes, sit-ins, and hunger strikes. (p. 552).

The Oxford English Dictionary (2019) defines activism as "The policy of active participation or engagement in a particular sphere of activity; spec. The use of vigorous campaigning to bring about political or social change," which is in line with the definition found on Wikipedia.

It is upon the Wikipedia definition above Sarkar and Kotler (2018) developed a *brand activism framework* that allows organizations to execute an *activist strategy* (p. 552). However, while the definition states activism consists of efforts to bring about reform "with the desire to make improvements in society," Sarkar and Kotler (2018) argue that activism does not have to be

progressive, but can be regressive as well, citing Big Tobacco—that for many years denied the harm their products did to consumers, despite conducting their own research that proved said harm—as an example (p. 561). Companies that lobby politicians for regressive policies are brand activists (2018, p. 561). Conversely, on the progressive activism side, Sarkar and Kotler (2018) claim to see an increasing number of companies seeking to make an impact on key societal issues. These companies have a greater purpose than just ensuring good profits and are seen as leaders in their industries (p. 570). Based upon these notions, Sarkar and Kotler (2018) have created a working definition of brand activism: "Brand activism consists of business efforts to promote, impede, or direct social, political, economic, and/or environmental reform or stasis with the desire to promote or impede improvements in society" (p. 570). While adapted directly from the Wikipedia definition, note the addition of "or impede" when referring to "improvements in society."

Brand activism has been largely confined to the United States, with (the CEOs of) American companies at the forefront of the movement (Chatterji & Toffel, 2018, p. 81); however, this is not to say examples of the phenomenon cannot be found elsewhere. For this thesis, we will be focusing solely on the U.S. market, as we have chosen an American company, Patagonia, as the subject of our analysis. One reason for the growing expectations of brands by consumers is the lack of trust citizens of the United States have in their institutions, specifically their government. According to the 2018 Edelman Trust Barometer, trust of American institutions—government, business, media, and NGOs—among the informed public plunged 23 points to 45, going from 6th in 2017 to last among the 28 markets surveyed (Sarkar & Kotler, 2018, p. 154; Edelman, 2018b, p. 7). The scale these numbers are based on ranges from 1-100, with 1-49 signifying distrust, 50-59 neutral, and 60-100 signifying trust (Edelman, 2018b, p. 7); thus, among the informed public, American institutions went from being considered trusted to distrusted.

Trust in the government among the informed public fell 30 points to 33, while among the general population, it fell 14 points to 33 (Edelman, 2018b, p. 11). Trust in business among the informed public fell 20 points to 54, while among the general population, it fell 10 points to 48 (2018b, p. 11), so while business is more trusted among both groups than the government, there was still a decline. In line with the 2018 Edelman Trust Barometer, the Reputation Institute details in its U.S. RepTrak report that trust and confidence in companies is down from 2017, with "benefit of the doubt" going from 56% to 41% and "trust to do the right thing" going from 62% to 49% (Reputation Institute, 2018 as cited in Sarkar & Kotler, 2018). However, the 2018 Edelman Trust

Barometer (2018b) states, when asked which institution was most broken, 59% stated the government, compared to the 7% who stated business (p. 14). From 2017 to 2018, CEOs credibility increased by 7 points to 44% (2018b, p. 28), and from 2016 to 2018, trust in employer increased 15 points to 79% (2018b, p. 30). In fact, building trust is now expected to be the top priority for CEOs (2018b, p. 29).

The 2018 Edelman Trust Barometer reported that 64% believe "CEOs should take the lead on change rather than waiting for government to impose it" (2018b, p. 29). 74% agree that CEOs should be personally visible in discussing work their company has done to benefit society (Edelman, 2018a, p. 13), and 56% say that they have no respect for CEOs who remain silent on important issues (2018a, p. 15). It has become much easier for CEOs to directly communicate with consumers due to the rise of social media, which 52% agree they should do (Sarkar & Kotler, 2018, p. 197). This is backed up by a survey by Sprout Social (2018), which found that 66% of consumers say it is important for brands to take public stands on social and political issues, and 58% are open to this being done on social media (p. 3), as well as a survey by BRANDfog and McPherson Strategies, (2018) which found that 72% expect the CEOs of brands they support to use social media to address key issues (p. 6). The Sprout Social (2018) survey also found that while brands cannot change minds, with 66% saying posts from brands rarely or never influence their opinions on social issues, they can effect change (p. 3). Consumers believe brands are more effective on social media when they announce their own support of specific causes and provide consumers with the steps to support said causes as well (2018, p. 3). Yet, relevance is key, as consumers say brands are most credible when an issue directly impacts their customers, employees, and business operations (2018, p. 4).

Despite the controversial nature of many social and political issues, brands face more reward than risk when communicating their stances. Consumers reacted to brands taking a stand primarily positively, with "intrigued, impressed, and engaged emerging as the top three consumer reactions" (Sprout Social, 2018, p. 4). 28% of consumers will publicly praise the company when their personal beliefs align with what the brands are saying, while 20% will publicly criticize the company when their beliefs do not align (2018, p. 4). The survey by BRANDfog and McPherson Strategies (2018) reports similar findings, with 93% of respondents stating that when CEOs issue statements regarding key issues they agree with, they are more likely to purchase from said company, while 84% state that they are less likely to make a purchase from a company when the CEO issues statements about key issues they do not agree with (pp. 4-5). While both the Sprout

Social survey and the BRANDfog and McPherson Strategies survey show that consumers desire communication from companies and their CEOs, the Reputation Institute's 2018 U.S. RepTrak claims only 33% of the general public feel what is being communicated to them is relevant (Reputation Institute, 2018, p. 25), which ties into the Sprout Social survey's findings that relevance is key.

The 2018 U.S. RepTrak shows that "companies with enhanced corporate brand strength have a higher reputation—reputation is more dependent on the delivery of a brand promise" (Reputation Institute, 2018 as cited in Sarkar & Kotler, 2018). However, it also states that fewer companies are perceived as sincere, genuine, and caring, which has led to only 25.5% of companies being deemed as sharing the same values and beliefs (2018). A survey by MarketingSherpa (2016) finds that the most commonly cited experience among dissatisfied customers was: "The company does not put my needs and wants above its own business goals" (p. 8). Sarkar and Kotler (2018) cite that there is a growing belief companies prioritize profits over people (p. 394), providing such examples as the choice of Mylan Pharmaceuticals to hike the prices of the EpiPen from roughly $100 to $600 and a question posed by a Goldman Sachs analyst: "Is curing patients a sustainable business model" (p. 440). These are examples of *moral myopia*, which is when the pursuit of profit breaches the line of civilized behavior, venturing into "evil" territory (2018, p. 451). When such cases occur, *active reputation management*, which tends to involve expensive campaigns and staged press conferences, is often utilized to help salvage broken reputations. However, these ways of attempting to construe sorrow and regret are now seen as fake, and consumers are beginning to demand that companies be and do better, which is where brand activism comes in (2018, p. 477).

Sarkar and Kotler (2018) claim their brand activism concept is a "natural evolution beyond the values-driven Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG) programs" (p. 570). They claim that CSR and ESG are "too slow" in transforming companies around the world, and that, where corporate social responsibility is marketing-driven and corporate-driven, brand activism is society-driven (2018, pp. 570-581). In other words, while CSR focuses on what it means to be a good corporate citizen, brand activism focuses on the biggest and most urgent problems facing society (2018, pp. 577-581). The top five of trends, according to the World Economic Forum's *Global Risks Report 2018*, are: 1) rising income and wealth disparity, 2) changing climate, 3) increasing polarization of societies, 4) rising cyber dependency, and 5) aging population (World Economic Forum, 2018, p. 4). Klaus Schwab, founder and executive chairman of the World Economic Forum, states, "The threat of a less cooperative,

more inward-looking world also create the opportunity to address global risks and the rends that drive them. This will require responsive and responsible leadership with a deeper commitment to inclusive development and equitable growth, both nationally and globally" (Sarkar & Kotler, 2018, p. 606).

Sarkar and Kotler question who exactly will provide the responsible leadership Schwab mentions above. As previously discussed, Americans have declining trust in their government. According to the Values and Beliefs Survey by Gallup from 2017, 20% named the government as the top problem in the U.S., and the government has been No. 1 or No. 2 on the "top problem" list for the past five years (Newport, 2017). Beyond that, other issues include, but are not limited to, healthcare, race relations/racism, immigration/illegal aliens, unifying the country, economy in general, unemployment/jobs, environment/pollution, and education, which is why brand activism— as a values-driven agenda for companies that care about the future of society and the health of the planet—is so necessary (Newport, 2017; Sarkar & Kotler, 2018, p. 617).

As previously discussed, consumers are beginning to expect more from CEOs, especially when it comes to taking a stand on key issues. However, taking a stand is not the only way brands and their CEOs can affect change. The U.S. has one of the lowest voter participation rates—as low as 36%—in the developed world (Sarkar & Kotler, 2018, p. 995). People cite being too busy or having work and life demands as reasons for being unable to vote (2018, p. 995). Thus, 150 companies, including Levi Strauss & Co., Lyft, PayPal, Patagonia, and Walmart, have come together to create *Time to Vote*, a coalition created to increase voter turnout and an example of *political brand activism* (Sarkar & Kotler, 2018, pp. 1003-1013; Time to Vote, 2018). Lyft, the ride-sharing company, provided discounted rides to polling stations and free rides to people in underrepresented communities (Sarkar & Kotler, 2018, pp. 995-1003). Additionally, Lyft provided its drivers with the necessary information needed to file absentee ballots, as they were working on voting day (2018, p. 1003). The CEOs of these companies come from both sides of the political spectrum—meaning it is not a single-party effort—which is its "big success," according to Sarkar and Kotler (2018, p. 1003).

The notion that CEOs are themselves aware of this new responsibility is further evidenced in Larry Fink's, CEO of BlackRock, annual letters to CEOs. In his 2018 letter, Fink wrote (2018):

We also see many governments failing to prepare for the future, on issues ranging from retirement and infrastructure to automation and worker retraining. As a result,

society increasingly is turning to the private sector and asking that companies respond to broader societal challenges.

In 2019, Fink reiterated this sentiment, writing (Fink, 2019):

Unnerved by fundamental economic changes and the failure of government to provide lasting solutions, society is increasingly looking to companies, both public and private, to address pressing social and economic issues. These issues range from protecting the environment to retirement to gender and racial inequality, among others. Fueled in part by social media, public pressures on corporations build faster and reach further than ever before.

Articles written for the World Economic Forum and Harvard Business Review suggest CEOs have accepted this new-found responsibility, as evidenced by the phenomenon of *CEO activism* (Chatterji & Toffel, 2018; Gogo, 2018). CEO activism is closely linked to brand activism, being described as, "[…] some CEOs have spoken out publicly and taken a stand on controversial issues, [e.g.,] social, political and environmental issues, such as climate change, income fairness, same-sex marriage, immigration, gun control and discrimination" (Weber Shandwick & KRC Research, 2017).

While corporations have historically involved themselves in politics through lobbying and contributions, CEO activism is something new (Chatterji & Toffel, 2018, p. 81). CEOs are now offering their opinions on sensitive topics such as race, sexual orientation, gender, immigration, and the environment, rather than sticking to business-related issues, such as taxes and trade (2018, p. 81). Bank of America CEO, Brian Moynihan, has stated, "Our jobs as CEOs now include driving what we think is right. It's not exactly political activism, but it is action on issues beyond business" (2018, p. 81). Chatterji and Toffel (2018) cite the United States' withdrawal from the Paris Agreement and the fact that companies—as well as seventeen U.S. states and Puerto Rico, governors, and mayors (The Associated Press, 2019)—have vowed to adhere to the agreement, regardless of the federal government's stance, as an example of CEO activism (p. 81). This is also an example of companies—and politicians—choosing to act on behalf of the common good over simply doing what is required by law.

Chatteriji and Toffel (2018) claim, "the more CEOs speak up on social and political issues, the more they will be expected to do so" (p. 81), meaning those who remain quiet could be regarded with conspicuity. According to a 2017 survey by Weber Shandwick and KRC Research (2017), however, opinions of CEO activism vary in different age groups (p. 3). For the purpose of this

thesis, age groups are defined as, as of 2019: *Silent Generation* born from 1928-1945 (ages 74-91), *Baby Boomers* from 1946-1964 (ages 55-73), *Generation X* from 1965-1980 (ages 39-54), *Millennials* from 1981-1996 (ages 23-38), and *Generation Z* from 1997- (ages 22 and under) (Pew Research Center, 2019). Millennials are shown to support CEO activism more than Gen Xers or Boomers, which is posited to be because Millennials are much different from how the past two generations were at the same age.

In the United States, Millennials are more racially diverse, more politically active—although detached from organized politics—and more supportive of gay marriage, the legalization of marijuana, and social institutions, as well as the first generation to have access to social media at an early age (Weber Shandwick & KRC Research, 2017, p. 3). Additionally, Millennials have entered adulthood with low levels of trust in others, so they could support CEO activism because they expect business leaders to be held accountable to their consumers, who fuel their companies, and are more likely to trust business leaders to create change where government has failed (2017, p. 4). Conversely, it is suggested that Gen Xers and Boomers may view CEO activism as frivolous. Both generations are either thinking of or preparing for retirement, meaning their own finances might be a higher priority than social issues (Weber Shandwick & KRC Research, 2017, p. 4). When it comes to being politically active, Gen Xers have historically been described as the most politically disengaged generation in American history. A 1999 issue of *The Atlantic* stated, Gen Xers are "considerably less likely than previous generations of young Americans to call or write elected officials, attend candidates' rallies, or work on political campaigns. What is more, a number of studies reveal that their general knowledge about public affairs is uniquely low" (Halstead, 1999). This is in stark contrast to both Millennials and Gen Zers, who are even more politically engaged than their predecessors (Sarkar & Kotler, 2018, p. 515).

Being the youngest generation at the moment, Gen Zers have a lot in common with Millennials and even less in common with Gen Xers and Boomers (Parker, Graf, & Igielnik, 2019). The first iPhone was launched when the oldest Gen Zers were 10, meaning they have a completely different relationship with technology than even Millennials did at the same age, growing up with WiFi, smartphones and tablets, social media, on-demand entertainment, etc. (Dimock, 2019). Generation Z is more diverse than Millennials and an overwhelming number live in metropolitan areas, with only 13% living in rural areas, compared to 18% of Millennials in 2002 (Fry & Parker, 2018). Moreover, while it is still too early to draw definitive conclusions, Gen Zers are on track to becoming the best-educated generation yet (2018). Less than a third of both Gen Zers and

Millennials (30% and 29%, respectively) approve of how Donald Trump is handling his job as president, compared to 38% of Gen Xers, 43% of Boomers, and 54% of Silent (Parker et al., 2019). On the issue of race, Gen Zers and Millennials are most likely to say that "blacks are treated less fairly than whites in the United States today," and are more likely to approve of NFL players kneeling during the national anthem (2019). Following the shooting at Marjory Stoneman Douglas High School in Parkland, Florida, on February 14, 2018, Gen Zers took on one of the most powerful lobbies in the world—the NRA—successfully igniting a national debate on gun reform in the U.S., something even President Barack Obama failed to effectively do (Sarkar & Kotler, 2018, p. 515). As the younger generation becomes older, CEOs will have to continue to adjust to growing expectations from their more activist consumer base.

Brand Activism Frameworks.

There are four brand activism frameworks, according to Sarkar and Kotler (2018), which are as follows: 1) the UN Global Compact, 2) Plan B, 3) Future-Fit Business Benchmark, and 4) Sarkar-Kotler Brand Activism Framework (p. 1390). These frameworks have been created by an intergovernmental organization (UN), a collective of 28 business leaders referred to as the *B Team* (Plan B), strategic and technical advisors from the business world (Future-Fit), and the authors of *Brand Activism: From Purpose to Action*—and definers of the brand activism definition used in this thesis—(Sarkar-Kotler Brand Activism Framework). The frameworks are geared towards companies to help guide them in the "right direction," and cover issues such as human rights, labor, environment, and anti-corruption/transparency, among others. Additionally, they call for companies to prioritize people and the planet by, for example, encouraging government policies, corporate structures, and tax systems that deliver the best outcomes for all (United Nations, 2019; The B Team, 2019; Future-Fit Foundation, 2019b).

The UN Global Compact derives from the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption (2019). The UN (2019) claims that by incorporating the compact into strategies, policies, and procedures—and establishing a culture of integrity—companies not only uphold their basic responsibilities to both people and the planet, they set the stage for long-term success. The B Team's (2019) mission statement reflects the UN's claim: "Our mission is to catalyze a movement of business leaders driving a better way of doing business for the wellbeing of people and planet," as does the Future-Fit Foundation's (2019a) mission statement: "Our vision is a future in which

everyone has the opportunity to flourish. Given the urgency and scale of humanity's most pressing challenges, this vision can only be realized through a rapid and radical shift in the way the global economy works." Additionally, the Future-Fit Foundation has, what it calls, a "Positive Pursuits" goal. While there are numerous ways in which companies might have a positive impact on society that may be well-received by stakeholders, which of these actions are actually meaningful and which are simply corporate greenwashing? The Future-Fit Foundation (2019c) argues that when companies go above and beyond what they *must* do for the betterment of society, they should be recognized for doing so (2019b).

New Power

This section will go through the ideas of new power versus old power—an ongoing paradigm shift in society. The new power concept describes current societal changes and addresses a shift in power distribution in society. The growing distrust in governmental institutions and large corporations discussed in the brand activism section urges people to challenge the traditional power structures in society.

  New power actors and *old power* players differ in two ways: "the *models* they use to exercise their power and the *values* they embrace" (Heimans & Timms, 2014, p. 51). Old power uses a top-down approach, where power lies with the few leaders, and once this power is obtained, it is closely guarded (2014, p. 50). Old power is "enabled by what people or organizations own, know, or control that nobody else does—once old power models lose that, they lose their advantage" and *old power models* require "little more than consumption" (2014, p. 50); for example, a newspaper asks its readership to renew their subscriptions or a manufacturer asks consumers to buy its products. Old power is often a characteristic of many traditional businesses, social and political institutions in society, and is used as ways of structuring and controlling the coming together of people. Conversely, *new power* is made by many, open, and peer-driven (2014, p. 50). It approaches the coming together of people as powerful itself and does not restrain power to be exclusive the few. New power encourages everyone to claim power in order to participate and contribute to movements, sharing initiatives, political action, etc. Where old power models rely solely on consumption, *new power models* tap "into people's growing capacity—and desire—to participate in ways that go beyond consumption" (2014, p. 50). The new power models are all similar in construct, as they depend on peer coordination and participation from the crowd, and without that, the models are merely empty vessels (2014, p. 50). New values and beliefs are forged, as new power models become integrated into society. *Old power values* consist of managerialism,

institutionalism, exclusivity, discretion, confidentiality, professionalism, and long-term affiliation and loyalty, among others (2014, p. 52). *New power values* consist of self-organization, networked governance, crowd wisdom, radical transparency, "maker culture," and short-term, conditional affiliation, among others (2014, p. 52).

The paradigm shift is, to a large degree, happening among people under the ages of 30-35, and they seem to assume a certain right to participate in all things, whereas previous generations associated participation with certain liberation rights—e.g., the right to vote, the right to freely join unions, and other communities (Heimans & Timms, 2014, p. 52). The individual's role in society was different in the past century compared to that of the twenty-first century. The structure of society was top-down and ordinary individuals had smaller (yet important) roles, and everyone knew what was expected of them in various situations due to societal norms (Heimans & Timms, 2018, p. 19). New power is challenging those norms regarding society and structures of the world. This also means that certain expectations among the people engaged in new power are rising regarding values in societal domains of life (Heimans & Timms, 2014, 2018). One of the values that is shifting is *governance.* It questions the traditional bureaucratic approach to ruling of society, which often rules from a set of values that are generalizing. Heimans and Timms (2018) exemplify this through a case of school finances; a platform through which teachers can raise funds for their classroom and what they each believe they and their students are in need of—a new power way of taking on responsibility and action to improve what centralized bureaucracy is failing to do (p. 20). "New power favors informal, networked approaches to governance and decision making" (Heimans & Timms, 2014, p. 52) and believes that some of the bigger societal issues should be solved through informal governance rather than bureaucracy (2014). New power models get people to cooperate by rewarding those who share their own ideas and the ideas of others—this is referred to as *collaboration*. One example is *sharing-economy models*, which are driven by the feedback and opinions of the community (2014, p. 52). The feedback goes both ways, changing the relationship between producer and consumer (Heimans & Timms, 2014, 2018). Uber and Airbnb are two examples of companies that allow both sides to review the other. Passengers/guests can review their driver/host and vice versa, either to recommend them or to warn others about them. Therefore, the environment surrounding the collaborative behavior relies on great trust among peers and trust in the legitimacy and truthfulness of the reviews of others.

An essential value of new power is *transparency*. The younger generations share more of themselves publicly—especially on social media—blurring the line between the public and private

spheres; thus, the young individuals expect greater transparency from business and government institutions (Heimans & Timms, 2014, p. 52, 2018, p. 23). This crave for transparency has caused some businesses and institutions to integrate transparency as a key value. However, for some companies, the adoption of this value is an empty one, which has led to the creation of forums where employees can anonymously expose secrets companies would rather be kept confidential (Heimans & Timms, 2014, p. 54). Heimans and Timms (2014) address a phenomenon most people would recognize from their own life: *do it ourselves*. With new power has come an increase in a so-called *maker-culture*, which means people "produce their own content, grow their own food, or build their own gadgets" (2014, p. 52). The public trust once again plays a role in people's engagement in the maker-culture and the trust they put in peers. Being independent from institutions has become important to people due to the experiences they have had with government failures. It is easier to obtain an individual feeling of accomplishment when creating content with a purpose or when sharing content that is important to one's own values and beliefs. Environmental and political movements are examples of domains where people take action through the maker-culture to create change.

The distance individuals are creating from institutions also shows in the desire to *affiliate*. People with a new power mindset are likely to affiliate—i.e., join or share—but will not swear allegiance to anything. This means they will not join member-card clubs or institutionalized clubs, as these types of clubs are built upon traditional old power structures (Heimans & Timms, 2014, p. 52). The affiliation seen in new power is related to the emergence of Web 2.0 and social media. Social media has allowed people to explicitly express and share values and beliefs, likes and dislikes, favored or boycotted brands, political causes, and the like (Heimans & Timms, 2018). These new dynamics between organizations and consumers, and the peer-to-peer mindset that is growing, put pressure on traditional organizations, and they might want to consider moving towards a new power model and/or new power values.

Consumer Activism

While brand activism and new power are the primary focus in this thesis, we can see from addition literature that these phenomena, while newly coined and newly "mainstream," were years in the making. Stolle and Micheletti (2013), Inglehart and Catterberg (2002), and Stolle, Hooghe, and Micheletti (2005) all address that individual responsibility among consumers was and continues to be a rising trend in the global society. Limiting the personal consumption of material items is one popular way of participating, while others go vegan or full organic on food consumption, make

green and sustainable choices, and some consumers take their personal view to the public in order to engage more consumers—e.g., through internet campaigns or through communities, both online and in real life. Political participation—consisting of political consumption and citizen-consumers—among consumers also includes rejecting brands and products that are harmful to the environment or to the people working in the supply chain, and choosing others based on the responsibility the brand takes in relation to production and the environmental impact production and usage have, which also includes focus on locally produced consumer goods (Stolle & Micheletti, 2013; Inglehart & Catterberg, 2002; Stolle, Hooghe, & Micheletti, 2005).

Different communities come together for political or ethical purposes, taking root in societal issues—e.g., human rights issues such as racism, nationalism, gender representation, environment, etc.—to express dissatisfaction and mobilize movement towards obtaining goals within the individual fields (Stolle & Micheletti, 2013). The concept of political consumerism has conjoined people's roles as citizens and consumers, weaving the public and private domain together to be a more fluid domain, where roles are more intertwined; scholars use the term *citizen-consumers* to describe the phenomenon (Stolle & Micheletti, 2013; McFarland, 2010). The citizen-consumers participate through, for example, "boycotts, so-called buycotts, discursive forms of political consumerism, and lifestyle commitments and communities" (Stolle & Micheletti, 2013). Other choices are political as well; however, the limits are fluid and opinions differ on whether or not certain actions are political or merely individual preference. Much of the political participation citizen-consumers engage in are due to a desire for change either in organizations or of the political agenda. Organizations are struck by boycotts when citizen-consumers encourage people to defer from buying said organization's products due to, for example, production conditions or environmental impact, calling for the organization to change in order to meet another type of demand (2013)—the demand for product, production, and environment safety, as seen when larger enterprises are targeted, which companies such as H&M, Shell, Nestlé, Nike, etc. have experienced. It can further be contested if such engagement is out of self-interest and/or identity making—e.g., it is argued that the fear of climate change and the desire to take action is tied to self-interest and own identity, as the fear is linked to the possible negative consequences climate change may have for the individual or people close to the individual in the future (Craig-Lees & Hill, 2002; Black & Cherrier, 2010).

Another branch of consumer awareness is *collaborative consumption*, the action within the sharing economy. It is based on peer-to-peer more than brand-to-consumer patterns, and it involves

a great amount of sharing and providing services, personal items, or knowledge in return for similar provisions or an agreed upon sum of money. It requires the consumers to engage with each other, e.g., in the case of ride sharing, or other cases of trade-based practices, whether it be clothing or services. The idea is that peers become active on both the producer and the consumer side, whereas, traditionally, manufacturers were seen as active and consumers as passive (Heimans & Timms, 2014, 2018). According to Ritzer and Jurgenson (2010), the coining of the term *prosumers* to describe this type of producer-consumer is attributed to Alvin Toffler (p. 17). It is seen as a movement of participation—which is seen in several domains—and traditional businesses can learn from the drivers behind these movements. Consumers' desire to participate in co-creation is a symptom of wanting to actively take action; yet, some scholars would say it taps into self-interest and identity creation as motive, as most other consumer choices are argued to be (Craig-Lees & Hill, 2002; Black & Cherrier, 2010).

One of the popular terms in the literature is *green consumption*, which covers the concept of encouragement between consumers and manufacturers. It involves consumers requiring manufacturers to produce so-called *green alternatives*, and manufacturers can conversely encourage the more sustainable choice by providing a wider variety of products (Autio, Heiskanen, & Heinonen, 2009). A challenge related to this is the question of what sustainability is and how consumers can consume in a green or sustainable way, for the most sustainable choice is to not consume. Forsyth and Young (2007) and Littler (2009) argue that the political discourse favors economic growth, and therefore presents market-friendly solutions to environmental problems even though there might be a more efficient solution. Furthermore, consumers are pushed through *responsibilization*, meaning politicians push the responsibility of the state of the environment onto individuals rather than taking responsibility as government (Forsyth & Young, 2007; Littler, 2009). People are therefore also in a state of great awareness regarding climate change and the challenges the environment is facing, and that awareness and the anxiety it taps into are large motivators for fear, which Littler (2009) argues pushes for more sustainable living among consumers. It is further argued that consumption as a solution to saving the environment is encouraged through the political discourse (Garner, 2000; Autio et al., 2009; Black & Cherrier, 2010), but a further discussion of sustainability in general would be required, as the definition varies depending on the point of view (Hume, 2010; Black & Cherrier, 2010; Heiskanen & Pantzar, 1997). Often, green or sustainable consumption is confused with the concept of anti-consumption, as sustainability and green are terms connoting "not to" in relation to consumption and the environment—bringing into question

how consumer actions can be defined as sustainable. Is it the subjective motivation that defines a choice as sustainable, or does the outcome determine if a choice is sustainable, without regard to the motivation?

Consumers defined as green consumers, who focus on sustainability and the environment when consuming, are divided into categories of patterns that each hold different paradoxes. Autio et al. have pointed towards identification of consumption of green products, recycling practices, and consuming less. As manufacturers have made green products more widely available in all types of stores, accessibility has become easier, but accessibility does not equal affordability, nor is it guaranteed that the green products are equal in quality to their non-green counterparts. Price, therefore, can make some of the greener choices inaccessible to many (Littler, 2009; Autio et al., 2009). Further, issues regarding green consumption are *greenwashing* and the attempt to be more green results in increased production and consumption—e.g., people throw out "conventional" items and replace them with greener alternatives. It can be difficult for consumers to see through the labeling of a product, and manufacturers might take different steps to cover up the less-green parts of the product. A major question arises as to when a product is considered green, or if there are more shades of green. Products can be green in terms of ingredients and/or the use of them—e.g., cleaning supplies and personal care products can be better for the environment when flushed down the drain than other equivalent products. However, the paradox is that the seemingly green products might not have a completely clean supply chain. It can be difficult for consumers to find out as manufacturers are skilled at presenting their products. A major paradox is that sustainability needs a more specific and consensual term definition (Littler, 2009; Hume, 2010), as issues regarding labeling and the greenwashing of brands thrive due to the lacking definition. Brands greenwash themselves through the practice of introducing green products, and simply through carrying said products, label themselves as green, without discarding the non-green products. They should, therefore, not technically be able to brand themselves as green (Littler, 2009).

In their study from 2009, Autio et al. addressed three major narratives among younger consumers, who are categorized as *antiheroes*, *environmental heroes*, and *anarchists*. These consumer attitudes are interesting, as they can help brands and governments navigate how to interact with the younger consumer group to create change in consumption behavior and pursue more sustainable consumption patterns worldwide. The antiheroes consider environmental issues to be the responsibility of governments and, thus, they do not perceive promotion of sustainable living through consumption patterns as positive. They believe that individuals are of minor importance—

i.e., each individual's effort will not be large enough to make a difference (Autio et al., 2003, p. 43). The environmental heroes, identified as the opposite of the antiheroes, believe if everyone makes an effort in their consumption behavior, recycling, etc., changes can be obtained, for many small efforts contribute to the larger effort. This narrative acknowledges some of the issues related to the supply and demand of sustainable alternatives as well as the pricing that often makes it less accessible to the general public (p. 45). The anarchist believe anti-consumption is the only way to live a sustainable lifestyle. While they believe that individuals are insignificant, similarly to the antihero, it is acknowledged that many small efforts collectively can make a change, in accordance with the environmental heroes (p. 48). These narratives can act as valuable information and inspiration for brands regarding how to communicate and interact with consumers. While the study was done among young consumers, they are the future of consumerism, making them an interesting group to study.

Sustainability

In 1987, the World Commission on Environment and Development defined sustainability as an economic-development activity that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p. 39). It is this broad definition that can be used to gain a basic understanding of sustainability and its related concepts (Portney, 2015, p. 4). Portney (2015) claims that, while sustainability focuses on the condition of Earth's "biophysical environment," it is not the same as environmental protection nor conservation or preservation of natural resources, but rather, it is finding a "steady state," allowing (a part of) Earth to continue to support the human population *and* economic growth without endangering the health of animals, plants, and humans (p. 4). In other words, Earth's resources cannot be used, depleted, and damaged indefinitely; in fact, the exploitation of these resources undermines the ability of life to persist and thrive (2015, p. 4). Thus, corporations should have a vested interest in sustainability, as their businesses cannot survive if Earth's resources are gone. The relationship between corporations and sustainability will be discussed further in the following sections.

Paradoxes of Sustainability in Business.

One of the challenges in today's organizations regarding sustainable business models can be traced back in history to the evolution of corporations and how sustainability has been treated through time. The quote, "The world urgently needs businesses that have a higher purpose than profits" (Tata, Hart, Sharma, & Sarkar, 2013, p. 96), sums up the threat unsustainable businesses are to the

planet. The authors of the article *Why Making Money is Not Enough* address a primary issue ingrained in most traditional businesses today, namely that profit is the main purpose for doing business. Tata et. al (2013) claim that profit should not be a purpose, but rather, an outcome of doing business (p. 96). It is crucial for a business to have a purpose that exceeds that of creating profit, a moral call-to-action and a vital building block for the DNA of the business. However, as mentioned previously, businesses are challenged when it comes to adopting new and more modern approaches due to the research conducted in the scholarly field (Sharma & Hart, 2014). Traditional business models have long focused on extrinsic motivation (e.g., money, recognition, threat of getting laid off) among employees—but that only takes a business so far (Tata et. al., 2013; Heimans & Timms, 2018). It is therefore important to ensure that intrinsic motivation is an essential part of the organizational culture. Research shows that employees seek to find purpose in their work and want to bring their values forwards; however, this does not align with traditional ideas of business (Heimans & Timms, 2018). Thus, it is worth looking at business education and the academic environment revolving around business research, publications, prominent journals in the field, and researchers' own reputations, for, if business is to dramatically change, one of the best starting points could be business education.

Institutional change in business education is inevitable in order to form a future business community much more aware of and focused on sustainability, ethics, innovation and much more. Sharma and Hart (2014) address how educational institutions' attempts at creating centers, institutes, or departments focusing on sustainability in business have been treated as saddlebags (like on a horse) with smaller and separated compartments that are not fully a part of the horse but can easily been seen from the outside. Sustainability is, along with other topics such as ethics, kept in the saddlebags as electives or extra when the curriculum has been met, and is therefore not fully integrated into the business education. Sharma and Hart sees four primary issues related to change of business education; the tenured faculty members are mostly trained in the established disciplines and faculty members teaching the saddle bag courses are untenured and most often of so little rank that they have no say in the institutional structure of education (2014, p. 13). Further, the career system, and thereby an educator's possibility of promotion and tenure, is based on getting research published in the most popular peer-reviewed business journals, which often times do not want to publish "radical new ideas or messy research on complex issues such as sustainability" (2014, p. 13).

As many business education institutions focus so greatly on research, it discourages the faculty from teaching new perspectives as it might take a large amount of time an effort. The time spent on researching and integrating the new (radical) perspectives in courses is deducted from the faculty member's time to do research that can be published. The fact that most deans are trained in the "old school" disciplines of business education means that they will not be the frontrunners that pose as role models for faculty members, as they too know too little about sustainability in business (Sharma & Hart, 2014). In order to change the business community and ways of doing business by integrating sustainability as a foundation in the business model, the business education must also change and the fields in which the researchers investigate must increase to include more complex and alternative topics than the existing cores disciplines. The business community, including business education must therefore arguably go through a paradigm shift to accommodate the larger issues that today are threatening the planet. Such a paradigm shift can draw on Heimans and Timms new power: to find a sustainable balance between the traditional business models and the dynamics new power values and business models can contribute to.

Corporate Social Responsibility

While Sarkar and Kotler's (2018) concept of *brand activism* is the primary focus of this thesis, as it takes its starting point from corporate social responsibility (CSR)—in that it focuses on how brands and their CEOs have the ability, and arguably responsibility, to positively affect today's society— we believe it relevant to provide brief background information on the concept.

Corporate social responsibility as a concept today refers to "a company's voluntary assumption of social, economic, and environmental responsibilities exceeding legal compliance for the benefit of society (Bruhn & Zimmermann, 2017, p. 4). Historically, CSR started in the 1950s, with Bowen and his discussion of the social responsibility of businessman in the U.S. (Beal, 2014, p. 1; Bruhn & Zimmermann, 2017, p. 4). Since the 1990s, globalization, increasing environmental problems, and economic crime have led to a greater discussion of CSR and the role of companies in society (Bruhn & Zimmermann, 2017, p. 4). Today, CSR is a vital part of the oversight operations of a company, and many corporations publish CSR reports to keep stakeholders updated, as consumers prefer companies that are perceived as acting sustainably (2017, p. 4). Bruhn and Zimmermann (2017) argue that CSR Communications, when properly employed via suitable channels, can engage consumer interest; however, they also argue that its potential still needs to be realized in general practice, as neither the academic community nor the business community gives CSR Communications much attention (p. 4).

During the 1990s, an organizational framework for CSR known as the Triple Bottom Line (3BL) was proposed, which identified three areas responsible companies should consider: the social, economic, and environmental requirements of actual and future stakeholders (Bruhn & Zimmermann, 217, p. 5). This leads to the question: what is a *stakeholder*? In 1963, the term stakeholder first appeared in a memo sent out at the Stanford Research Institute and was originally defined as "those groups without whose support the organization would cease to exist" (Freeman, 2010, p. 31). These groups included shareowners, employees, customers, suppliers, and community (2010, p. 32). However, since then, definitions have varied from broader—simply anyone who has a relationship with the company—to more narrow—those upon whom the company is dependent for survival (Thompson, Wartick, and Smith, 1991 as cited in Mitchell, Agle, & Wood, 1997, p. 858; Bowie, 1988, as cited in Mitchell, Agle, & Wood, 1997, p. 858). Thus, it could be argued that every person is a stakeholder of every company, as pollution from manufacturing plants, vehicles used for the transportation of goods, etc. affect the air quality of the planet as a whole. Thereby, when Bruhn and Zimmermann mention that companies, according to the 3BL, must consider the social, economic, and environmental requirements of "actual and future stakeholders," this could be taken to mean the current and future population of the Earth.

Web 2.0 and Social Media

This following section will examine how social media can contribute in the act of activism among peers, influencers, businesses, NOGs, politicians etc. The emergence of social media platforms has changed the opportunities available for businesses to engage with their consumers, and that also affects how consumers relate to businesses. The connection to consumers in an otherwise personal (though online) space may increase the expectations people set forth to how businesses act and the role they have in society.

Web 2.0 is "[a] concept of the web as a platform for participation in which the consumer is also a producer" (Chandler & Munday, 2016). Social networks were one of the first Web 2.0 technologies, with social media—e.g., Facebook, Twitter, and YouTube—allowing users to report the news, express opinions, rally protestors, follow elections, scrutinize governments, etc. (Diamond, 2010, p. 70; Wamuyu, 2018, p. 2). User-generated content such as podcasts, blogs, wikis, and discussion forums are also Web 2.0 (Wamuyu, 2018, p. 2). In this section, we will briefly discuss how Web 2.0 and social media platforms are used for activism, as well as examine the four social media platforms we have selected to use for this thesis: LinkedIn, Twitter, Facebook,

and Instagram. These platforms will be introduced, and their uses explained and exemplified, in the following subsections.

According to Mutsvairo (2016), "a new breed of digitally-based social initiatives have been gathering momentum for years, undoubtedly reinventing social activism as activists and ordinary people alike, eager to empower themselves politically and socially, embrace computers, mobile phones, and other web-based devices and technologies" (p. 3). Obar, Zube, and Lampe (2012) surveyed 169 individuals from 53 advocacy groups of diverse interests and sizes in the United States (p. 1). All of the groups admitted that they use social media technologies to communicate with citizens almost every day, and believe that social media enable them to accomplish their advocacy and organizational goals (2012, p. 1). While proponents of social media praise its ability to empower and connect individuals and groups, critics argue that "the excitement and anecdotal evidence may actually be masking the reality that social media do little to strengthen social movements and effect change" (2012, p. 2). These critics suggest that social media might, in fact, be promoting a type of "slacktivism" or "clicktivism" instead of actual activism, meaning social media can get millions of people to "like" a Facebook page or to "retweet" something on Twitter, but it fails to mobilize a thousand people in the street to effect change (2012, p. 2).

While the notion of "slacktivism" and the other critiques of social media in activism are interesting and, arguably, valid, we do not find them relevant for this thesis, as we aim to analyze CEOs and brands as activists who share their beliefs and ideas and take stands on issues via social media. In other words, we are not looking into if and how individuals can be influenced and mobilized through social media, but rather, if and how CEOs and their brands can and do utilize social media to share their activism with consumers.

LinkedIn.

Co-founded in 2002 by Reid Hoffman, LinkedIn was officially launched on May 5, 2003 (LinkedIn, 2019), making it the oldest social media site utilized in this thesis. Unlike Twitter, Facebook, and Instagram, it provides users with both a free version and a paid premium version, which unlocks addition features. LinkedIn is a social media platform designed for both professionals and companies to use to build a network, find job postings or qualified candidates, share information, discuss new trends, etc. Users can create posts as well as like, comment, and share others' posts. LinkedIn was ranked the No. 1 most popular social media platform among Fortune 500 CEOs in 2016 (Nanji, 2017). 181 CEOs, or 36.2%, had a public LinkedIn account (2017).

LinkedIn also has what they call *LinkedIn Influencers* (LinkedIn, 2017). A group of 500+ of the world's leading thinkers, leaders, and innovators—including Bill Gates, Richard Branson, and Arianna Huffington—Influencers are selected by invitation only (2017). For the past four years, LinkedIn has published an annual "LinkedIn Top Voices List," which is "a look at the members whose posts, articles, videos and comments are driving engaging conversations in their industries and countries. These are the professionals who, by sharing their unique insights, spark the kind of conversations that make everyone better informed" (Roth, 2018b). In 2018, nine out of the top twenty Influencers were CEOs: Susan Cain, Co-Founder & CEO of Quiet Revolution (No. 6); Sallie Krawcheck, CEO & Co-Founder of Ellevest (No. 9); Gary Vaynerchuk, Chairman of VaynerX & CEO of VaynerMedia (No. 10); Arne Sorenson, President & CEO of Marriott International (No. 11); Whitney Johnson, CEO & Founder of WLJ Advisors (No. 14); Mary Barra, Chairman & CEO of General Motors (No. 15); Bernard Tyson, Chairman & CEO of Kaiser Permanente (No. 16); Brené Brown, Research Professor, Author, & CEO of the Brené Brown Education and Research Group (No. 17); and Dan Schulman, President & CEO of PayPal (No. 20) (Roth, 2018a).

Influencers work with a team of editors to create content—in the form of articles and posts—which they believe make LinkedIn members more informed professionals and sparks "thoughtful" conversations (LinkedIn, 2017). Some examples from the above-mentioned Influencers are as follows. Sorenson uses his platform on LinkedIn to advocate for important issues, such as environmental sustainability, ending modern slavery and human trafficking, and the #MeToo movement, by writing posts and sharing articles (Roth, 2018; Sorenson, 2019). Tyson used his experience and knowledge gained from running a healthcare system that serves roughly 12 million people in the U.S. to write about the urgency of climate change and about how firearm-related deaths are a growing public health crisis (Roth, 2018; Tyson, 2018a; Tyson, 2018b). Lastly, Schulman sat down for an interview with Wendy Kopp, CEO of Teach for All, to discuss the connection between success and social good (Schulman, 2018).

Twitter.

Twitter was co-founded in March 2006 by Jack Dorsey, who returned as CEO in September 2015 (Dorsey, 2019). It is a social media platform designed to allow users to share their thoughts, opinions, beliefs, etc. in 280 characters or less per post (aside from Chinese, Japanese, and Korean, which retain the 140-character count) (Rosen, 2017). In addition to posting, or "tweeting," users can also like and "retweet" other people's posts, or "tweets" (Twitter, 2019b). Users also have the

ability to use "hashtags" to add to conversations about a specific topic (2019b). For example, a user writing a post about sustainability can add "#sustainability" to their tweet, which will link it to all other tweets that have #sustainability in them. Users can then click on #sustainability to see other tweets that have the same hashtag collected in one area. When a specific topic or hashtag is being tweeted about or used a great deal by Twitter users, it becomes a "trending topic" or "trending hashtag" (2019b). This allows users to see what topics large groups of Twitter users are currently discussing (2019b). Twitter users can use the platform to follow and interact with friends, family, celebrities, sports stars, politicians—essentially anyone who has a public Twitter handle, or who has allowed the user access to their private Twitter account—as well as stay updated with the latest news and personal interests (2019b).

In 2016, Twitter ranked third most popular social media platform among Fortune 500 CEOs, behind LinkedIn (No. 1) and Facebook (No. 2) (Nanji, 2017). Thirty-six CEOs, or 7.2%, had personal Twitter accounts (2017). However, there is a "list" on Twitter called *Social CEOs on Twitter*, which has 505 members. Some of the more prominent members include Robert Iger, Chairman and CEO of The Walt Disney Company, John Legere, CEO of T-Mobile USA, Tim Cook, CEO of Apple, Mary Barra, Chairman and CEO of General Motors (GM), and Clive Schlee, CEO of Pret a Manger (Weinstein, 2019). CEOs tweet about non-business-related and both business-related subjects. Along with many other Twitter users, Iger, Legere, and Cook all took to Twitter to condemn the terrorist attack in Christchurch, New Zealand on March 15, 2019 (Iger, 2019; Cook, 2019; Legere, 2019; Twitter, 2019a), despite it having nothing to do with their respective companies. Schlee is currently using his Twitter page to communicate to consumers that Pret has made changes to its allergy safety policies following the death of a 15-year-old in 2016. His bio section reads: "CEO of @Pret. See link below for Pret's next steps on allergy safety," and he has a tweet pinned to the top of his feed, which reads: "We're moving forward with our commitment to protect @Pret customers with allergies. Today we're announcing plans for a Food Advisory Panel, and next week you'll see new allergen awareness stickers on our products: (*Link omitted*)" (Schlee, 2018); thus, Schlee utilizes Twitter as a crisis-communication tool, keeping consumers updated with what Pret is doing to rectify the situation.

Facebook.

In 2004, Facebook-founder Mark Zuckerberg launched a platform for Harvard students called *The Facebook*; the name taken from the actual so-called "facebooks" distributed on paper to new students to be able to see students' and staff's pictures and information (Phillips, 2007). The

popularity of the platform at Harvard meant that it was opened to other colleges in the East Coast region, and eventually to all colleges across the U.S. (2007). Renamed simply *Facebook* in 2005, it became available to American high schools and the first UK educational institutions started to sign up. During 2006, Facebook was made accessible for any individual with a legitimate email address (Phillips, 2007; Rosmarin, 2006) and Facebook as it is known today, started gaining momentum as it grew outside of the educational domain. About three years later, brands could create pages Facebook users could subscribe to as "fans" and thereby show their loyalty, dedication, love, interest, etc. in a specific brand (Weaver, 2012).

To a large degree, Facebook is similar to a modern way of doing scrapbooks (Good, 2012). When the concept of scrapbooks emerged, it served the purpose of saving news articles and other newspaper cut outs, but by the early 19th century things changed and businesses became aware of the consumer's love for prints and visuals more so than for mere text, and tapped into the trend of printed cards that consumers used in other domains of life—such as prayer cards and calling cards that people put into their scrapbooks (Garvey, 2006). The early spread of brand awareness is comparable to the modern-day brand dissemination social media platforms, such as Facebook, allow for through sharing, liking, pinning, saving, reposting, etc. (Good, 2012). Facebook and other social media, therefore, act as people's modern scrapbooks to use for collection of ideas, guides, inspiration, knowledge sharing, brand association, political activism, etc. that is shared among peers. However, these platforms also allow for brands to take part through the contribution of products information, idea sharing, knowledge promotion, and even political activism. Facebook is an arena for consumers to express and gain social capital and to express taste through interactions with peers and brands, and it can act as an important part of people's identity management and ability to explicitly express social status (Barash et al., 2007 as cited in Good, 2012; Liu, 2007 as cited in Good, 2012; Papacharissi, 2009 as cited in Good, 2012; Zhou et al., 2008 as cited in Good, 2012). Facebook has become a popular platform for brands to create so-called brand communities that activate followers. Online brand communities allow for brands to have more communication and build stronger relationships with the consumers. Further, consumers contribute to the building and maintenance of an online community brand peer-to-peer and brand-to-consumer, which can be valuable for the brand to maintain loyal customers (Demiray & Burnaz, 2019).

Instagram.

The founders of Instagram, Kevin Systrom and Mike Krieger, launched the app in fall 2010 for iOS users and the Android version came around in spring 2012 (Instagram, n.d.a). The platform is

primarily app-based, but a web version for desktop was also launched in late-2012. Instagram allows people to upload pictures and small videos with captions to share with followers, who can interact through likes and comments on the posts. Posters cannot, unlike the other three platforms, link to outside content directly in the captions; they can, however, post a link in their "bio," an optional section located on users' profiles, where they can write what they want. The photos and videos can be edited on the app by adding filters, text, stickers, etc. It allows people to follow other users, either people they know, accounts they find inspiring, interesting, funny, etc.—e.g., accounts for food, fitness, fashion, travel, photography, etc.—but brands have also entered the Instagram arena. They can use the platform to interact with (potential) consumers in two ways: the brand can pay for advertisements, which will show up in feeds regardless of if the user follows the brand's own Instagram account, and the brand can create their own account(s) that Instagram users can then follow to see what the brand posts (Instagram, n.d.b).

In March 2012, Facebook acquired Instagram, which now functions as an extension or replacement for Facebook to a large degree and some of the more personal activity individuals used to perform on Facebook has been transferred to Instagram (Hill, 2012). Similar to Facebook, Instagram performs as a platform brands use as online brand communities, as it is easy to engage with consumers (Instagram, n.d.b). Brands use hashtags, which are highly popular on Instagram, to see content from consumers, who are encouraged to use certain hashtags and some brands also use consumers content as reposts, which is engaging for consumers to partake in and the community gains strength from loyal community members. Due to the arguably more direct contact to consumers that Instagram allows for, brands can use the platform to perform political advocacy through strong visual content and elaboration in the caption section. Instagram has therefore also become a favored media for social movements and political advocacy (Heimans & Timms, 2014, 2018). During the past couple of years, bloggers have moved onto Instagram and function as so-called influencers. Influencers can be solely Instagram-based, having built their account from the bottom up and simply gained followers among interested people. Some brands reach out to influencers to cooperate on increasing the brand awareness, for which the influencer earns money (and/or products, depending on the specific contract).

Theory

Brand Activism

Figure 1 (Sarkar & Kotler, 2018)

Originally, we intended to utilize the Sarkar-Kotler Brand Activism Framework, which is a toolkit that consists of five parts (Figure 1). However, as we are analyzing the online presence of Patagonia and are not partnered *with* the company, we do not have access to the necessary insider information and could therefore not accurately nor successfully use the entire framework in our analysis. Additionally, the *Sarkar-Kotler Brand Activism Framework* section in the book is in the form of questions for the company to answer. Thus, instead, we will employ parts of the framework as they are explained in earlier sections of the book, including Sarkar and Kotler's six categories of brand activism and their equation for determining the *values gap* of a company, which will be discussed below.

An outcome-based process created to help companies develop and execute a strategy that deals with the challenges of the future, the Sarkar-Kotler Brand Activism Framework consists of five tools: *Brand Activism Strategy*, *Brand Activism Maps*, *The Brand Activism Canvas*, *The Brand Activism X Matrix*, and *the Brand Activism Scorecard* (Sarkar & Kotler, 2018, pp. 1469-1476). The *Brand Activism Strategy* consists of "questions to help your organization understand the scope and impact of brand activism" (2018, p. 1469). *Brand Activism Maps* involve "mapping the six dimensions of brand activism—a guide to the issues that matter most" (2018, p. 1469). *The Brand Activism Canvas* is "a tool to evaluate the values gaps between your stakeholders and your business strategy" (2018, pp. 1469-1476). *The Brand Activism X Matrix* is "a Brand Activism 'Hoshin Kanri' execution dashboard to manage your initiatives" (2018, p. 1476). *Hoshin Kanri* is a Japanese strategic planning process implemented by everyone in an organization (of all levels), which is

designed to ensure the mission, vision, goals, and annual objectives are throughout the organization (Business Dictionary, n.d.). Lastly, *The Brand Activism Scoreboard* is "a simple status dashboard to communicate progress" (Sarkar & Kotler, 2018, p. 1476).

   Sarkar-Kotler Brand Activism Framework.

Brand activism "consists of business efforts to promote, impede, or direct social, political, economic, and/or environmental reform or stasis with the desire to promote or impede improvements in society" (Sarkar & Kotler, 2018, p. 570). *Social*, *political*, *economic*, *workplace*, *environmental*, and *legal* are the six broad categories Sarkar and Kotler (2018) have identified under brand activism (p. 632). *Social activism* includes areas such as equality—e.g., gender LGBT+, race, age, etc.—as well as societal and community issues—e.g., education, healthcare, social security, privacy, consumer protection, etc. *Political activism* deals with lobbying, privatization, voting, voters' rights, and policy—e.g., gerrymandering, campaign finance, etc. *Economic activism* covers wage and tax policies that impact income inequality and redistribution of wealth. *Workplace activism* deals with governance—e.g., corporate organization, CEO, pay, worker compensation, labor and union relations, supply chain management, etc. *Environmental activism* includes conversation, ecocide, land-use, air and water pollution, emission control, and environmental law and policies. Lastly, *legal activism* covers the laws and policies that impact companies—e.g., tax, citizenship, and employment laws (2018, pp. 632-636).

   With brand activism and its categories defined, the next step is to determine whether a company's behavior is progressive or regressive. Sarkar and Kotler (2018) suggest taking a survey of public opinion, as it is a long-existing, straightforward approach, citing an online survey titled *Corporate Hall of Shame 2018* on SignForGood.com, which asked respondents to vote on their choice for the three "most shameful" corporations (p. 656). The choices were Bayer, Beretta, ExxonMobil, The GEO Group, Inc., Goldman Sachs, Koch Industries, Inc., Nestle, Phillip Morris International, Shell, and Veolia, and included an option to "Write in your own shameful corporation" (Corporate Accountability, 2018). This *brandshaming* project is a political marketing campaign meant to highlight the shameful actions of regressive brands, which are at odds with the b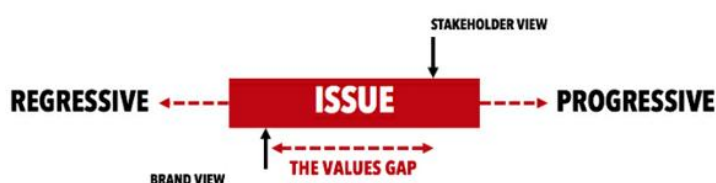asic needs and values of society and community (Sarkar & Kotler, 2018, p. 698). This is known as a *values gap* (Figure 2). The values gap can be in reverse as well, meaning the brand view is ahead of its

Figure 2 (Sarkar & Kotler, 2018, p. 698)

stakeholders. That is, according to Sarkar and Kotler, known as leadership, or *progressive brand activism* (2018, p. 698). The two also claim that, due to their position of power, brands must act for justice, and where governments and other institutions fail, businesses must step up to pick up the slack (2018, p. 707). As we will analyze Patagonia's social media posts only and not the comments posted by social media users, we will not be utilizing the values gap method of determining progressiveness or regressiveness, as we will not have the data necessary to make such conclusions.

Progressive brand activism is quickly becoming a new point of differentiation for businesses, particularly in the United States. Sarkar and Kotler (2018) list several companies and their respective behaviors as examples of progressive brand activism. Levi Strauss recently supported gun violence prevention, which threw the company and its CEO, Chip Bergh, into the limelight, with Bergh stating, "Americans shouldn't have to live in fear of gun violence" (2018, p. 729). Ben & Jerry's supports several activist issues, most recent of which was Black Lives Matter and opposition to systematic racism. Sarkar and Kotler claim that, in many ways, Ben & Jerry's is "a *justice-brand*—taking a stand for social issues most businesses avoid by design" (2018, p. 740). Nike and their recent decision to make Colin Kaepernick the face of their 30th anniversary commemoration of their *Just Do It* campaign (2018, p. 740). This decision was both commended and condemned by supporters and opponents, respectively, of Kaepernick and his kneeling. These types of initiatives are quickly becoming an expectation by consumers of business behavior (2018, p. 786).

A second method of measuring brand activism, following the values gap, is based on the concept of the *common good*. Sarkar and Kotler (2018) uses the Wikipedia definition: "What is shared and beneficial for all or most members of a given community, or alternatively, what is achieved by citizenship, collective action, and active participation in the realm of politics and public service" (p. 792). What, then, is community? Sarkar and Kotler state, for multinational business, community is local, regional, and global (2018, p. 792). How companies treat their employees around the world matters—polluting one side of the planet to profit the other side is neither a viable

Figure 3 (Sarkar & Kotler, 2018, p. 802)

strategy nor legal (2018, p. 802). Thus, Sarkar and Kotler define *regressive brand activism* as "company actions that go against the common good," while progressive brand

activism promotes the common good (Figure 3). If the consumers of a company are progressive, the company must then also be progressive, otherwise, a conflict offers which could lead to a loss of customers and, thus, a decline in business. Companies that do the right thing will increasingly command a premium; for this reason, Sarkar and Kotler argue that progressive brand activism becomes brand equity (2018, p. 819). Conversely, those companies that exhibit regressive brand behavior run the risk of becoming a target for brandshaming (2018, p. 845). The common good is something that is not dependent upon the company itself, meaning we do not need information from the company nor do we need to know how people respond to the words and actions of the company to determine whether or not it is acting for or against the common good. Thus, this is the method of measurement we will utilize in the analysis.
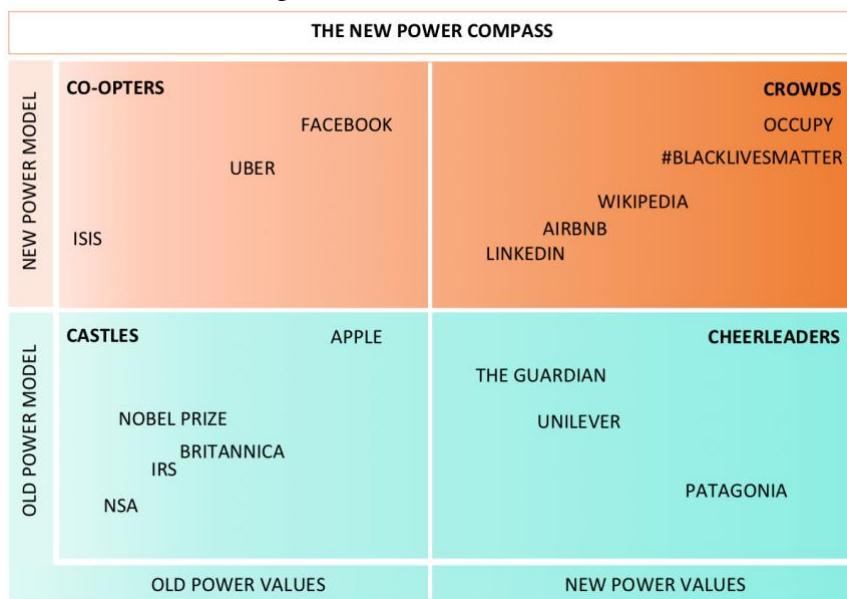
As aforementioned, the company's type of activism should align with the beliefs of the consumers; however, what about the employees? Employees as brand activists is, for example, when employees of a company disagree with a choice(s) or the behavior of the company and speak up about it. Sarkar and Kotler (2018) provide the example of Google and an email sent to the CEO, Sundar Pichai, on behalf of over 3,000 employees concerned about Google's involvement in Project Maven, a Department of Defense project focused on computer vision (pp. 865-890). Google decided to continue working on the project, leading to nearly a dozen employees resigning in protest, as they did not want to be party to "developing the 'kill chain' for autonomous robotic warfare" (2018, p. 890). Additionally, Google's decision could impact the way consumers view their brand. Consumers could make the same choice those employees who resigned did—not supporting a company involved in any way with autonomous killing—and could view the brand as prioritizing profits over the common good (2018, p. 903). If executives are too close to the situation to view it clearly, employees can provide a (more) clear-headed assessment, aiding the company in continuing to move forward as a progressive activist brand, as opposed to moving backward as a regressive activist brand.

Profits are one reason brands are regressive. Prioritizing profits over the common good—e.g., the health of consumers and of the planet—makes a brand a regressive activist brand. However, profits are also a benefit for progressive activist brands. When Nike made Colin Kaepernick the face of the 30th anniversary of the *Just Do It* campaign, initially, its stock price dropped, but then it came back, going to an all-time high (Sarkar & Kotler, 2018, pp. 915-938). Despite receiving backlash following Kaepernick's announcement from a more conservative part of the American population, Nike came out ahead. This, arguably, has to do with the fact that two-

thirds of Nike consumers are under the age of 30, and a younger consumer who can afford to spend $150 on a pair of shoes likely has substantial disposable income and lives in a city, meaning they are most likely progressive (Galloway, 2018). Nike's consumers are progressive, so Nike is striving to be progressive (Sarkar & Kotler, 2018, p. 946).

New Power

Heimans and Timms (2018) created the new power compass (Figure 4) as a measurement tool for organizations to position themselves and competitors. The new power compass consists of four quadrants with differing combinations of new power models and values and old power models and values (2014, p. 53). Heimans and Timms (2014) have identified four major players, each in their own spectrum of the compass: *castles*, *co-opters*, *cheerleaders*, and *crowds*. *Castles* are organizations that have old power values and follow old power models. They are quite traditional in their understanding of business and surround themselves with mystery, secrecy, confidentiality, and top-down management, where leaders are praised for high profit margins (Heimans & Timms, 2014, p. 53, 2018, pp. 30-31). *Co-opters* are organizations with new power values and that follow old power models. An example of such an organization is Facebook, whose model is dependent upon the participation but whose decisions sometimes ignore the wishes of the community,

Figure 4 (Heimans & Timms, 2014, p. 28)

(Heimans & Timms, 2014, p. 53). *Cheerleaders* are organizations running on an old power model with new power values (Heimans & Timms, 2014, p. 54, 2018, p. 29). These organizations try to embrace new power as extendedly as possible, with some of them aiming to move towards being able to incorporate a new power business model. It can be challenging, though, as some organizations, due to their product or service, can have a difficult time providing through crowdsourced labor—not everything can be peer-to-peer. Though cheerleaders might not all be able to change their business models from old power to new power, they strive to adopt as much value and actions from new power as possible.

The last identified player in the compass is the *crowds*, characterized as having both new power values and models (Heimans & Timms, 2014, 2018). Examples of these are peer-driven players, which a lot of sharing-economy start-ups are. It is interesting to note that some sharing-economy initiatives will be part of *crowds* with new power values and models, but at some point, they will reach a critical mass point, where they can feel forced to adapt to either old power values or old power models in order to sustain. Oftentimes, this happens in cases where the need for a form of management emerges. Etsy and Wikipedia are, among others, good examples of peer-driven organizations, according to Heimans and Timms (2014, p. 53). Within the new power compass, it is possible to move around—organizations are primarily occupied by the idea of moving towards the new power areas, but it is important to note that organizations can develop franchise concepts through which the old power and new power business models can be blended (Heimans & Timms, 2014, 2018). Due to the difficulty for all types of organizations to convert 100% to a new power business model, this alternative can be satisfying for the organization as well as their consumers, as it can open up for more collaboration, sharing, helping, and participation in general, as was seen when TED decided to create TEDx as a means to gain more participation among peers (Heimans & Timms, 2014, 2018, p. 207).

It can be terrifying for organizations to face the forces of new power. It is creeping in everywhere, and as mentioned previously, a major paradigm shift is occurring among the under-30 population. The maker-culture—the desire to participate, make a change, and engage in political actions for specific causes, conscious behavior regarding consumption, etc.—can be challenging for business leaders to take on both internally and externally. Not only are the leaders forced to evaluate their leadership style, the younger generations are becoming employed, bringing with them their new power values, which often oppose old power values in traditional businesses. People are looking for purpose in their daily lives to a degree previously unseen. The external conditions also force leaders to evaluate on how to appeal and engage with the new power people as a consumer base. Due to the new evolving values in society, organizations are seeing that the new power values and taking a stance can strengthen the organization (Heimans & Timms, 2018, p. 222). Further, it opens up for organizations to use their brand as a platform for activism. Brands can function as the spearhead of a movement—e.g., to protect the environment, get people to vote, advocate for groups people unable to do so themselves, etc. Through customers' support, the volume of impact of the movement can be unthinkable. Customers might also find that supporting a brand's cause(s) is a way for them to participate and gain the agency so many are craving (2018).

These challenges may lead some managers to make a symbolic effort to tame and incorporate new power into the organization, but as Heimans and Timms (2014) address, "Having a Facebook page is not the same thing as having a new power strategy" (p. 54), as it acts as mere window dressing, which is arguably exactly going against what new power favors. Old power organizations that want to move into the direction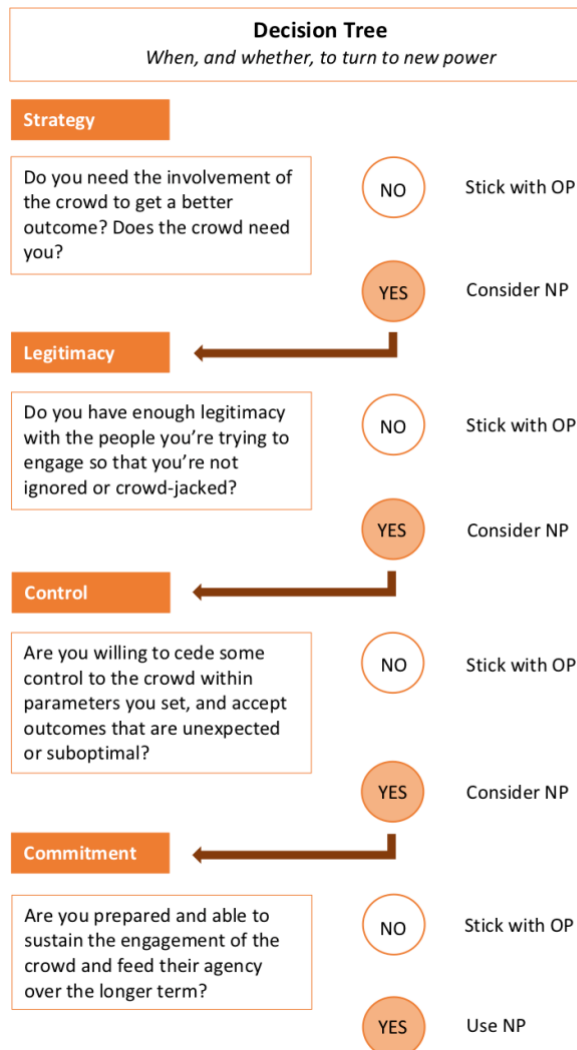 of new power must do more than simply window-dress themselves. Heimans and Timms (2018) address four important things the organizations must consider: *strategy*, *legitimacy*, *control*, and *commitment* (pp. 143, 145). The authors have created a *decision tree* (Figure 5) for organizations to use when they are considering changing to new power. Starting from the top with strategy, then moving through the aforementioned areas of consideration based on answering *yes* or *no*. Answering no immediately stops the process and the organization should stick to old power, as shown in Figure 5. However, similar to the values gap measurement, the decision tree requires information from the company that we do not have access to; thus, we will be utilizing the new power compass, solely.

Decision Tree
When, and whether, to turn to new power

Strategy

Do you need the involvement of the crowd to get a better outcome? Does the crowd need you?

NO — Stick with OP

YES — Consider NP

Legitimacy

Do you have enough legitimacy with the people you're trying to engage so that you're not ignored or crowd-jacked?

NO — Stick with OP

YES — Consider NP

Control

Are you willing to cede some control to the crowd within parameters you set, and accept outcomes that are unexpected or suboptimal?

NO — Stick with OP

YES — Consider NP

Commitment

Are you prepared and able to sustain the engagement of the crowd and feed their agency over the longer term?

NO — Stick with OP

YES — Use NP

Figure 5 (Heimans & Timms, 2018, p. 144)

New power is not equal to everything good nor is old power equal to everything bad. New power cannot completely replace old power, as some places simply best function following old power model or values. However, as mentioned before, it is an art to blend the two and it can be done. New power is fickle and oftentimes the peer-driven initiatives are seen to be powerful in the heat of the moment, but will lose momentum quite fast, compared to the long decision-making processes of government, for instance. This also relates to another down side: mob-mentality. In new power, it is easy to empower and gather around something shared, but since it lacks some of the formality seen in old

power institutions, it can go from democratic participation to mob-mentality in a short amount of time (Heimans & Timms, 2014, p. 56).

Methodology

This section is going to explain the methodological considerations and choices that are the foundation for this thesis. The approach to the layout was inspired by Saunders, Lewis, and Thornhill's (2016) "research onion," approaching the methodology from the outer ring of an onion and moving inward with each layer. The first layer considers the scientific stances of epistemology and ontology; the second layer outlines the research approach; the third layer describes the research strategy; and lastly, the fourth layer explains the research design and methods of data collection and analysis. First, however, we will introduce Patagonia, the subject of our case study.

Patagonia – The Case

A Brief History.

Patagonia is, today, a designer of outdoor clothing and gear for the "silent sports," e.g., climbing, trail running, snowboarding, surfing, etc. (Patagonia, n.d.f). The company was started in Southern California by Yvon Chouinard, who, with his partner Tom Frost, had the climbing gear company Chouinard Equipment (Patagonia, n.d.b). In 1970, Chouinard went climbing in Scotland, where he purchased and wore a regulation team rugby shirt while rock climbing (n.d.b). The shirt was durable, as it needed to withstand the "rigors of rugby," and the collar of the shirt protected the neck from being cut by the hardware slings (n.d.b). The shirt was also colorful, an adjective not often used regarding men's clothing in the late 1960s/early 1970s. After returning to the United States, Chouinard continued to wear the rugby shirt while climbing with his friends, who asked where they could get their own (n.d.b). Chouinard began to order shirts from England, New Zealand, and Argentina to sell in the U.S., and by 1972, they were selling "polyurethane rain cagoules and bivouac sacks from Scotland, boiled-wool gloves and mittens from Austria, and hand-knit reversible 'schizo' hats from Boulder" (n.d.b).

Not wanting to "dilute" the image of Chouinard Equipment as a tool company by producing clothing under the same name, they chose the name *Patagonia* (n.d.b). "To most people, especially then, Patagonia was a name like Timbuktu or Shangri-La, far-off, interesting, not quite on the map. Patagonia brings to mind […] romantic visions of glaciers tumbling into fjords, jagged windswept peaks, gauchos and condors" (n.d.b). Great Pacific Iron Works, the first Patagonia store, opened in

1973 in Ventura, California (Patagonia, n.d.g). Today, Patagonia has 110 stores in 18 countries in North America, South America, Europe, Asia, and Australia (Patagonia, n.d.j).

Core Values.

The values of Patagonia reflect those of a business started by a band of climbers and surfers and the minimalist style they promoted. The approach they take toward product design demonstrates a bias for simplicity and utility. These values are as follows (n.d.l):

- *Build the best product*

Our criteria for the best product rests on function, repairability, and, foremost, durability. Among the most direct ways we can limit ecological impacts is with goods that last for generations or can be recycled so the materials in them remain in use. Making the best product matters for saving the planet.

- *Cause no unnecessary harm*

We know that our business activity—from lighting stores to dyeing shirts—is part of the problem. We work steadily to change our business practices and share what we've learned. But we recognize that this is not enough. We seek not only to do less harm, but more good.

- *Use business to protect nature*

The challenges we face as a society require leadership. Once we identify a problem, we act. We embrace risk and act to protect and restore the stability, integrity and beauty of the web of life.

- *Not bound by convention*

Our success—and much of the fun—lies in developing new ways to do things.

The Environment.

In the mid-1980s, Patagonia committed to donate 10% of profits each year to grassroots groups working to protect the environment. Patagonia later "upped the ante" to 1% of sales, or 10% of profits, whichever was greater, and it has kept to that commitment every year since (Patagonia, n.d.b). In 1988, it initiated its first national environmental campaign on behalf of an alternative master plan to deurbanize the Yosemite Valley, and every year since, it has undertaken a major education campaign on an environmental issue (Patagonia, n.d.b). It took an early position against globalization of trade where it means compromise of environmental and labor standards; it has argued for dam removal where silting, only slightly useful dams compromise fish life; it has supported wildlands projects that seek to preserve ecosystems whole and create corridors for wildlife to roam; and every eighteen months, it holds a "Tools for Activists" conference to teach marketing and publicity skills to some of the groups it works with (Patagonia, n.d.b).

In 1994, Patagonia decided to make all its cotton products 100% organic by 1996 (Patagonia, n.d.b). It was not an easy task (Patagonia, n.d.b):

> We had eighteen months to make the switch for 66 products—and only four months to line up the fabric. We found that there simply wasn't enough organic cotton commercially available to buy through brokers. We had to go direct to the few farmers who had gone back to organic methods. And then we had to go to the ginners and spinners and persuade them to clean their equipment after running what would be for them very low quantities. We had to talk to the certifiers so that all the fiber could be traced back to the bale. We succeeded. Every Patagonia garment made of cotton in 1996 was organic and has been ever since.

Patagonia continues to search for and use more environmentally-friendly fabrics, including hemp and recycled polyester (Patagonia, n.d.b). It believes, "One of the most responsible things we can do as a company is make high-quality stuff that lasts for years, so you don't have to buy more of it" (Patagonia, n.d.r). However, as Patagonia makes outdoor clothing, its products are bound to get damaged at some point. In this case, Patagonia encourages its customers to fix damaged items instead of throwing them out and purchasing a new one.

Worn Wear is a program started by Patagonia to increase the lifespan of its products by repairing, sharing, and recycling (Patagonia, n.d.r). If a product has been damaged, customers can visit the Worn Wear section of the Patagonia website to find guides on how to repair specific items, as well as techniques on how to properly care for its items (Patagonia, n.d.m). Patagonia also hosts Worn Wear events, where employees travel around the world to fix articles of clothing of any brand, i.e., not just Patagonia clothing, for free—however, there is a limit of one article of clothing per person (Patagonia, n.d.q). The website has an online store where customers can purchase pre-owned Patagonia clothing for men, women, and children (Patagonia, n.d.r). The look and setup of the Worn Wear online store is similar to Patagonia's normal online store selling brand new products. If customers no longer want to keep their (perfectly-functioning, in good condition) Patagonia items, it has the ability to sell them back to Patagonia for credit, which can then be used on wornwear.com, Patagonia.com, or in any of its retail stores (Patagonia, n.d.k). These items are then resold on the Worn Wear online store.

The Activist Company.

As the self-proclaimed *Activist Company*, Patagonia uses its platform to spread information about the environmental crisis and to share how they are working to protect and preserve the environment.

They claim the protection and preservation of the environment is not something they simply do after hours, but rather, is the reason they are in business and it is "every day's work" (Patagonia, n.d.o). Patagonia provides its employees with opportunities to support environmental work by way of its *Environmental Internship Program*, which grants employees from all parts of the company two months away from their regular roles to work for the environmental group of their choosing while still earning their paycheck and benefits (Patagonia, n.d.d), and its *Salmon Run*, an annual 5K run/race/walk held to raise money for environmental groups working on important issues "right in our own backyard" (Patagonia, n.d.n), for example. In addition to providing its employees with these opportunities, Patagonia has a page on its website to connect individuals with environmental action groups called *Patagonia Action Works*, launched in early-February 2018 (Patagonia, n.d.i). Individuals can type in a city, state, or grantee—a recipient of one of Patagonia's grants—to get connected with a group working with issues such as biodiversity, climate, communities, land, and water (Patagonia, n.d.p). When "Los Angeles, CA" was entered, the page redirected to show "Environmental Grantees Nearby"—such as Arroyos & Foothills Conservancy in Pasadena and TreePeople in Beverly Hills—as well as "Events Nearby" and "Skilled-Volunteering and Petitions" (Patagonia, n.d.h).

Patagonia, as previously mentioned, donates 1% of its sales each year, with the money being dispersed in "modest grants" ranging from $2,500 to $15,000 to hundreds of environmental groups at the grassroots level in communities around the world (Patagonia, n.d.c). Often, these groups consist of fewer than five paid staffers and many are run entirely by volunteers. Its work includes taking down dams, restoring forests and rivers, finding solutions to and mitigate climate change, protecting critical land and marine habitat, protecting threatened and endangered plants and animals, and supporting local, organic and sustainable agriculture (Patagonia, n.d.e). Since it began donating in the mid-1980s, Patagonia has given away $89 million as of 2017 (Patagonia, n.d.e), and its initiative to donate 1% of sales grew into *1% for the Planet*—an alliance of businesses that "understand the necessity of protecting the natural environment" (Patagonia, n.d.a). 1% for the Planet was started in 2002 by Yvon Chouinard and Craig Mathews, owner of Blue Ribbon Flies (Patagonia, n.d.a). Members of the network consist of both brands—including Klean Kanteen, New Belgium Brewing, and Honest Tea—and individuals, including singer-songwriter Jack Johnson, who joined in 2004 to protect the shores of his home state, Hawaii (1% for the Planet, 2019). Today, 1% for the Planet has over 1,800 members in over 45 countries and has certified over $200 million in support to approved environmental nonprofits (2019).

Patagonia Provisions.

Patagonia Provisions is a startup within Patagonia, "dedicated to saving our home planet through innovation in regenerative organic agriculture" (Patagonia Provisions, n.d.a). Patagonia Provisions' headquarters are in Sausalito, California, just north of San Francisco. On its website, there is a *Why Food?* webpage written by Patagonia founder Yvon Chouinard, explaining how the clothing company is "aiming to fix our broken food chain" (Chouinard, n.d.). Chouinard (n.d.) writes that the tradition and culture of food has always been important to the company, so they decided to share some of their favorites with their customers. That was not, however, the only reason. Those working at Patagonia believe there is a great opportunity and an urgent need for positive change in the food industry, which is why they started Patagonia Provisions (Chouinard, n.d.). On its website, Patagonia Provisions has an online store, where customers can order items such as buffalo jerky, mussels, chili, and beer (Patagonia Provisions, n.d.b). It also has information about where and how the meat and seafood products—such as the buffalo jerky and mussels—were sourced (n.d.b).

Scientific Considerations

The ontological nature of this thesis is social constructivism. The problem formulation suggests a constructivist relationship between the organization, Patagonia, and the surrounding society in general. The social world is assumed to be constructed through meaning-making between different agents in society and is, therefore, continuously re-negotiated, meaning there is no definitive answer to define the social world (Bryman, 2016, p. 29; Gibbs, 2007, p. 7). Patagonia is, thus, assumed to be an agent in society, as are politicians and citizens, and they all contribute to the construction of the social world (Gibbs, 2007). The dynamics between people, the global discourses, government institutions, and organizations are at the center of this research, which aligns with a social constructivist stance. Narratives are essential for the changes new power and the brand activist framework address, as the narratives of citizens, organizations, and politics are important to understand in order to provide insights into the shift in paradigms that are arguably present in contemporary time.

The epistemological stance for this qualitative inquiry is interpretivist, as this research aims at understanding human and agent actions in a society based on social constructs. The actions of Patagonia and other social agents are assumed to be based solely on the social world constructed. Therefore, there is no definitive reality to observe, as every individual's meaning-making is based on experiences and encounters with others through which social reality is created (Merriam, 2016). We seek to understand how the organization of Patagonia acts as a brand that wants to be

responsible and claim agency to affect changes in politics and global discourses regarding some of the most threatening issues globally. <mark>The research is concerned with the shifting power relations in society portrayed in the new power framework and how it taps into the brand activist framework Sarkar and Kotler (2018) lay out as a new way for organizations to address important issues of the twenty-first century and participate in solving the issues through activation of other businesses and citizens.</mark>

Approach

The approach in this thesis has been an iterative process, as we have been going back and forth between theories, the problem identification, and the case providing our data—typical of the iterative research process (Cresswell, 2003; Bryman, 2016, p. 23). The nature of this single-case study design further allows for an idiographic approach, as we are searching to reveal the features that are unique for Patagonia and not trying to make a generalizable example (Gibbs, 2007, pp. 5-6; Bryman, 2016, p. 61). The problem formulation has been adjusted throughout the process, as the iterative process has helped shape and form different aspects of the thesis. Our starting point was within conscious consumption, since we have noticed an increased focus on being aware of one's own behavior as a consumer—meaning that people are more concerned with the products they consume and how food and non-food items affect the environment through the production, consumption, and disposal phases. The world is facing rising issues in several domains, but the environment must be said to be the one issue that affects/will affect everyone on Earth one way or another, and literature on consumption further validates the tendencies we see in society.

The worry regarding the environment sparks a desire for agency among citizens, and they are trying to affect political processes and decisions as well as organizations' decisions regarding pollution, material use, recycling, workers' conditions, and much more. This interesting issue in society led us to literature that describes the societal tendencies among consumers in relation to organizations and the desire to participate and claim agency: new power. Further, we also were led to the concept of brand activism, a tool for organizations to address their own footprints on the planet and society that can also partially be used as a theoretical framework for academics to address global processes in a contemporary time context. We have looked at different possible cases, many of which have been worked on extensively in literature, such as Nike, H&M, and Nestlé; they have all been involved in scandals regarding such issues as workers' conditions and the environment, often criticized through CSR or circular economy frameworks. Therefore, our

research process has been iterative in nature, due to the weaving back and forth between possible data sources, literature, and the identification of the problem formulation.

Strategy

The research strategy of this thesis is qualitative in nature, as it is revolved around text/words and visuals rather than numbers, as studies taking on a quantitative strategy do (Gibbs, 2007, p. 2; Bryman, 2016). This strategy is often used in social research, as it allows for the researcher to go into depth with complex research topics regarding people and society, which, with certain issues, can be too complex to investigate through quantitative measuring. Qualitative research is characterized as a research strategy that allows for in-depth investigation of a specific case, without seeking generalization (Gibbs, 2007, pp. 5-6; Bryman, 2016, p. 60), whereas quantitative research strategy is focused on being able to generate generalizable data outcomes. Therefore, the qualitative research strategy is most suitable for this specific study, as it can provide an in-depth understanding of Patagonia's involvement with the phenomena of brand activism and new power. This strategy is aligned with the epistemological and ontological stances of the study—the interpretivist and social constructivist positions—enabling us as researchers to analyze and interpret the online communication of Patagonia.

The fact that qualitative research strategy is not always able to generalize has previously been discussed to be a point of critique, as some researchers believe that research should be produced with useful outcomes in mind that can illuminate issues and possible solutions that theoretically would work based on the data subjects' participation in the study. In this specific case, the fact that this thesis is a single-case study means that it cannot enlighten on what other brands do as active brand activists; however, it can be argued that the results might be able to contribute to an inspirational guide for other brands that seek to become more active as activists and engage consumers further through claiming agency on their behalf.

Quality criterion.

Validity and *reliability* are important in quantitative research but have proved difficult to measure in qualitative research due to the methods of measuring validity and reliability in quantitative studies. Guba and Lincoln (1994; Lincoln & Guba, 1985) have presented the alternative quality criteria *trustworthiness* and *authenticity*, each containing further criteria that can help establish validity and reliability (p. 384). The reason for adapting these concepts to fit qualitative research, is that the measures used in quantitative research lean against the realist perception that it is possible to

account for one single truth of reality (Bryman, 2016, p. 384), which Guba and Lincoln argue against through the social constructivist argument that there can be more than one truth about reality.

Trustworthiness consists of four criteria: *credibility*, *transferability*, *dependability*, and *confirmability*. Credibility is concerned with the research being carried out with reference to good practice for research, but also that the social world studied is understood correctly in the investigator's or team's point of view. It is suggested that the understanding is confirmed through respondent validation or triangulation; the former is more relevant for qualitative research based on interviews or other interactions with individuals or groups, as it is their social world the researcher tries to create an understanding of. In this research, triangulation is therefore a more applicable method for confirming credibility, as we, broadly speaking, are studying an organization's communication. In this specific case study, triangulation is obtained through the use of several data sources (Bryman, 2016, p. 386), which are expected to either show a pattern in Patagonia's communication on social media or show no pattern, and thus, we can analyze the similarities and differences discovered. The use of several data sources will make the final arguments and conclusions credible, as it is based on more than one data source (Denzin, 1970, p. 310).

Transferability takes into account whether the framework from one study can be transferred to a different context than the one subject for original study. Bryman suggests using Geertz's concept of thick description, in this case to describe the codes and themes we are looking for, but also finding as the research progresses. Creating thick descriptions of the case allows others to evaluate the study and decide if the framework and methods can be transferred to other cases (Bryman, 2016, p. 384), in this particular situation other organizations involved with or interested in brand activism and new power. The latter two criteria—dependability and confirmability—are, to a large degree, related, in that dependability suggests keeping an audit trail and confirmability is suggested to be an objective of audits (Lincoln & Guba, 1994). The audit trail should consist of a complete compilation of all records from all phases of the research and should be accessible for peers to look through as audits, so they can determine to which degree procedures have been followed and thereby judge the dependability. However, this has not become popular, as it is quite strenuous for audits to work through an audit trail for research already conducted (Bryman, 2016, p. 386). Confirmability is evaluated upon the researchers' ability to set their own values aside, they must be able to do so in order to avoid swaying the findings (2016, p. 386), in this research the social constructivist ontological stance and interpretivist epistemological stance create the

foundation for the researchers to be aware of their own "luggage" and multiple social realities when doing social research.

Authenticity consists of five criteria: *fairness*, *ontological authenticity*, *educative authenticity*, *catalytic authenticity*, and *tactical authenticity* (Bryman, 2016, p. 386). These criteria raise a larger set of issues that concern the broader political impact of research, and each criterion poses a different question. For fairness, the question is: "Does the research fairly represent different viewpoints among members of the social setting?" (2016, p. 386). For ontological authenticity, the question is: "Does the research help members to arrive at a better understanding of their social milieu?" (2016, p. 386). For education authenticity, the question is: "Does the research help members to appreciate better the perspectives of other members of their social setting?" (2016, p. 386). For catalytic authenticity, the question is: "Has the research acted as an impetus to members to engage in action to change their circumstances?" (2016, p. 386). Lastly, for tactical authenticity, the question is: "Has the research empowered members to take the steps necessary for engaging in action?" (2016, p. 386). These criteria are, according to Bryman (2016), "thought-provoking," yet they have not been influential, but rather, seen as controversial (p. 386). Despite this, Bryman (2016) did not provide a better nor more relevant alternative for evaluating qualitative research and states that no one else has either (p. 387-388).

Design – A Case Study

This thesis is a single-case study of Patagonia's engagement in consumers' increasing desire to claim agency—especially political agency—through their consumption patterns. Patagonia is a self-proclaimed activist brand, and therefore, the brand is a case example of the phenomenon (Merriam, 2015) of brand activism and how it taps into the increasing consumer participation/agency patterns. This is a revelatory case study (Bryman, 2016, p. 63), as there is no previous literature on how the brand activism framework is used as a theory; thus, we have had no literature to guide or aid us in this thesis. It is, as far as we are able to discern, a completely new case. However, we do not mean to claim that this case has been previously inaccessible to scientific investigation—as Yin (2009, p. 48 as cited in Bryman, 2016, p. 63) states many revelatory cases are—in any other way other than the fact that is centers around a relatively new phenomenon that simply has not been studied thus far.

The case study could have had another brand as the case example, but in order to properly research how a brand utilizes the increasing participation/agency patterns among consumers—thus, becoming a brand activist—it was important that we select a company that indicated involvement in

activism prior to our investigation (Bryman, 2016, p. 61). The study will dive into Patagonia's own communication as an activist brand to see if it is indeed acting as an activist and how it attempts to engage consumers, motivate other organizations, and affect the political agenda through its online presence and communication. This case study is not generalizable, as it seeks the understanding of how one social actor approaches the phenomena described above. It can act as the force of example (Flyvbjerg, 2006, p. 228), though, and exemplify how brand activists may communicate with consumers and how other organizations can approach the new power forces and brand activism.

Methods

In this section, we will examine the methods used for this research. The methods regarding data sampling and data analysis will be explained in depth.

  Data sampling.

The sampling of data in this thesis can be categorized as generic purposive sampling (GPS), as the criteria for data selection is established in the initial phase of the research and is implied in the research questions (Bryman, 2016, pp. 412-413). Usually GPS is used for the selection of participants for surveys, interviews, or focus groups; however, in this case, GPS was chosen to allow us to select Patagonia's social media accounts as sampling units. This is useful in this research, as it references directly to the research questions. GPS cannot be used for generalization across organizations (Bryman, 2016, p. 412) due to the nature of the process of sampling selection not being random; however, it does not conflict with the focus of this single-case study, as we do not seek to generalize. The sampling has been decided from the initial phase to be confined to Patagonia's Instagram: @Patagonia, Facebook: @PATAGONIA, Twitter: @Patagonia, and LinkedIn: Patagonia as well as CEO Rose Marcario's LinkedIn. The social media platforms will be investigated during the period from November 8, 2016—the 2016 presidential election day—to December 31, 2018. For this thesis, we are focusing on an American company located and operating within the United States, hence, the starting point for our data collection was chosen because it was the beginning of the current administration's term and provided us with over two years-worth of data. Moreover, much of the activism Patagonia participates in is political, or at least politically related, and they have spoken out again the current president, Donald Trump, numerous times.

  Patagonia has regional pages on Facebook and Instagram, and specific accounts for the activities Patagonia is associated with—such as fly fishing—on Instagram and Twitter. For the

purpose of this thesis, we have chosen the company's primary accounts, as they represent the entire company—rather than just an aspect of it—and thus, the company's communication was gathered from these accounts. Using the accounts across platforms allows for us to saturate the data, as we gain access to the communication on all platforms and are, thereby, not limited to the type of communication used on one platform. This will contribute to a holistic image of Patagonia's communication with customers and can further reveal if the brand takes different approaches on different platforms or if the content is parallel across platforms. The use of internet-based data sources further helps avoid some of the issues that normally occur in the transcription phase of interview-based studies (Gibbs, 2007, p. 20).

Data analysis.

The collection of data for this thesis was based on brand activism themes—social activism, workplace activism, political activism, environmental activism, economic activism, and legal activism—and codes, as are mentioned in the table below (Sarkar & Kotler, 2018). We found additional data-driven codes that will also be stated in the previously-mentioned table.

Bryman (2016) suggests starting the process of coding as early as possible (p. 581) and claims it should be continued throughout the data collection, as new or different codes or varieties of codes might occur to be relevant. The purpose of coding is to be able to assign actions, pieces of communication, statements, etc. to thematic codes, which, when applied, allow for a more coherent analysis (Saunders et. al., 2016, p. 580). It further enables the research to identify certain focus areas. In this thesis, the themes and codes help categorize the data into clusters that share meaning, purpose, and message. Our codes are clustered in the themes Sarkar and Kotler (2018) suggest as categories of brand activism, as specified above. The coding is more in line with a thematic analysis, as the data set for this research does not include any types of interviews with people and, therefore, the process of coding and meaning-making is different (Bryman, 2016).

Bryman (2016) addresses thematic analysis as difficult to handle in the sense that there are not guidelines in the same manner as for other approaches that have a clearly-described heritage (p. 584). However, Bryman states Ryan and Bernard (2003) have created a guideline of how to approach thematic analyses, which corresponds to our approach to the process of collecting and analyzing the data. It is suggested to look for repetitions; in this specific case, the online media posts will be categorized depending on theme, allowing us to identify repeating themes and discern whether some themes dominate Patagonia's activism discourse. Bryman (2016) notes that repetition is one of the most common, and therefore most important, criteria for patterns in the analysis (p.

586). Overall, it can be argued that our take on thematic analysis and coding takes departure in theory-related material, as we are using the categories conceptualized in Sarkar and Kotler's brand activism framework. The combination of coding along the way and identifying themes, both before and throughout the collection and analysis of the data, allows for unidentified codes and/or themes to emerge and can be included when found. This research is therefore dependent upon both concept-driven and data-driven coding (Gibbs, 2007, pp. 44-46).

The thematic analysis has contributed to the foundation for our generic approach to the analysis, as prior to the data collection, we viewed and read various posts on Patagonia's social media platforms in order to become familiar with the content of the data sample we expected to have. It is in the process of familiarization we begin the initial coding/open coding (Bryman, 2016, p. 588; Gibbs, 2007, p. 50), allowing us to know what the connection might be to the theoretical frameworks we work with. The themes from the brand activism framework correlate with the overall tendencies and themes discussed in new power, and while browsing examples of the data sample, it was revealed that some of Patagonia's content could be coded within the themes set forth. The table below shows the six themes put forward in Sarkar and Kotler's (2018) brand activism framework, which we have chosen to be the overarching themes we are looking for, as they also comply with Heiman and Timm's (2014, 2018) description of the new power phenomenon. Within each theme, Sarkar and Kotler have listed smaller categories—or codes—that belong to each of the themes. Some codes exist in multiple themes, while others are only found within one theme.

The social activism theme covers codes that are related to individuals in society and their rights, opportunities, security, and general wellbeing. Social activism shares some codes with legal activism (marked with blue in the table), as some of the issues regarding the personal are also legal issues. Additionally, legal activism is concerned with courts, laws, and financial regulation. Workplace activism and economic activism do not directly share codes with the others; however, a more in-depth analysis might reveal that there are shared codes with the other themes as new, data-driven codes may emerge. Political activism broadly covers policies, rights, regulations, and the like. Political activism shares some specific codes with environmental activism (marked with green in the table), and it can be expected that more data-driven codes will be identified within the two themes, as environmental activism revolves around clean energy, conservation, optimization of how resources are used, etc. The interconnectedness is striking, and further research of the data will help identify new, data-driven codes; such codes will be added in a new row in the table.

Social Activism	Legal Activism	Workplace Activism	Economic Activism	Political Activism	Environmental Activism
• Immigration • Equality • Culture • Discrimination • Human rights • Drug + device safety • Standards • Safety net • Basic needs • Food security • Healthcare • Education • Personal safety • Recreation • Consumer protection • Financial security	• Immigration • Equality • Culture • Discrimination • Human rights • Business law • Courts • Patents • Property • Tax law • Labor laws • Workplace safety • Criminal + civic law • Financial regulation	• Equal pay • Volunteerism • Unions • Governance • CEO pay • Diving wage • Structure	• Taxes • Infrastructure • Currency • Wages • Research • Trade • Energy • Public transit • Employment • Income inequality	• Exports • Tech policy • Regulation • Energy policy • Statistics • Innovation • Foreign policy • Legislation • Gun control • Voter rights • Democracy • Lobbying • Campaign finance • Government services • Gerrymandering	• Exports • Tech policy • Regulation • Energy policy • Biotech • Preserving the commons • Conservation • Climate change • Circular economy • Waste clean up • Public lands • Rights of nature • Ecocide
• Displacement • Professional parents		• Sustainable business • Paid leave • Professional parents	• Sustainable business		• Sustainable business • Pollution • Displacement • Recycling

The analysis forms around the examination of Patagonia's communication on its social media platforms. As previously mentioned, the data set chosen for the analysis was selected through a generic purposive sampling (GPS) method taking departure in predefined themes discovered in the literature and considered relevant when browsing through examples of the data sample.

Limitations

Throughout the process of creating this thesis, we found ourselves with several limitations. Firstly, we are not working *with* the company that we selected as our case study, which led to limitations regarding our theories. The brand activism and new power frameworks are meant for companies to use themselves, necessitating information we did not have access to. Additionally, as brand/CEO

activism and new power are relatively new concepts, there is a limited amount of literature on the subjects as well as a lack of a specific brand activism theory, as of early-2019. (However, this limitation revealed an interesting point: while brand activism is a recently-identified phenomenon, since the mid-1980s, Patagonia has been working in a way that adheres to the guidelines identified and set forth by Sarkar and Kotler, as will be discussed later in the thesis.) Therefore, we needed to identify aspects of the frameworks that could be used without cooperation from Patagonia as method of analyzing our collected data. It should be noted, however, that if we had worked with Patagonia, our problem formulation would have been different, as we would have relied on, for example, interviews of employees and internal documents as sources of data; thus, we would not have analyzed the company's social media platforms in the same manner that we did. This, as it turns out, is a catch-22. If we had worked with Patagonia, we would have—probably—been able to use the brand activism and new power frameworks in their entirety, however, we would have written an entirely different project. In writing the project we did and not working with Patagonia, our ability to use the brand activism and new power frameworks was limited.

There is also the possible, yet unidentified, limitation that there is other literature related to the concepts of brand activism and new power, but that we have not been able to find, as their authors used different concept names or terms. For example, Sarkar and Kotler's brand activism and Chatterji and Toffel's CEO activism have different names, yet are closely related, and in time, could be considered a single concept—as we have used them in this thesis. There is a possibility that a third party has written about a concept similar or identical to brand activism, yet we have not found it. The same limitation can be argued regarding Heimans and Timms' new power. Moreover, it is possible someone has created a concept closely linked to brand activism and new power that could provide further explanations or notions that might have proved beneficial for this thesis.

We found ourselves limited regarding Patagonia's social media. While our analyzed period began on November 8, 2016, and end on December 31, 2018, we did not have data from all the social media platforms from the entire period. In the case of Twitter, the platform cut off the rest of the company's tweets prior to January 2018 and we were unable to scroll down Patagonia's feed any further. In the case of Patagonia's LinkedIn, there were no posts from prior to 2018. Finally, in the case of CEO Rose Marcario's LinkedIn, there were no posts from 2016. As our aim was to compare all posts from all four social media platforms during the abovementioned period, the lack of posts or lack of access to posts during certain points during said period proved to be a limitation. We chose to keep the analyzed period of time the same—as opposed to analyzing only 2018—as

we could still compare posts from 2016 on Facebook and Instagram and posts from 2017 on LinkedIn, Facebook, and Instagram to identify common themes across the platforms. Additionally, many of those themes appeared throughout the analyzed period, meaning connections could be draw across platforms throughout the years. Thus, we found it relevant to keep the selected time period.

Analysis

For our data, we analyzed all of Patagonia's accessible social media posts on their LinkedIn, Twitter, Facebook, and Instagram feeds as well as CEO Rose Marcario's LinkedIn feed from November 8, 2016, to December 31, 2018. From there, we collected and coded the posts identified as brand activism. In total, we had 570 coded posts, which are all examined in this analysis. With such a large number of posts, it was important we structure the analysis in a manner that allowed for the least amount of back-and-forth and risk of confusion. Thus, we decided to create different levels of our analysis. To allow for some chronology, the first level was based upon the year each post was published. Due to the limited amount of time covered and the low number of posts in 2016, we chose to combine the years 2016 and 2017 into one section, with a 2018 section following. We then grouped the posts based upon their common themes, and within those themes is where we analyzed individual posts.

At the end of each subsection, we identified the types of activism in each theme—e.g., social, legal, workplace, economic, political, and environmental—and labeled the codes identified as well. To refresh, *social activism* includes areas such as equality and societal and community issues. *Legal activism* covers the laws and policies that impact companies. *Workplace activism* deals with governance, such as corporate organization, CEO pay, worker compensation, labor and union relations, etc. *Economic activism* covers wage and tax policies that impact income inequality and redistribution of wealth. *Political activism* deals with lobbying, privatization, voting, voters' rights, and policy. Lastly, *environmental activism* includes conversation, ecocide, land-use, air and water pollution, emission control, and environmental law and policies (Sarkar & Kotler, 2018, pp. 632-636).

2016 & 2017

This section is going to examine Patagonia's social media presence from November 8, 2016—Election Day—to December 31, 2017.

From November 8, 2016—Election Day—to December 31, 2016, Patagonia posted a great deal on their social media platforms, especially regarding the election. For this timespan, we only have data from LinkedIn, Facebook and Instagram, as we were unable to access Patagonia's tweets from before January 1, 2018; we have discussed this in the Limitations section. On Instagram, Patagonia posted a total of 48 times, of which we identified 15 posts as brand activism. During the same timeframe, Patagonia uploaded 30 posts relevant to this research on Facebook. In 2017, Patagonia posted 304 times on Instagram and we were able to identify 46 posts within our themes and codes. On Facebook we identified 114 posts relevant for this research in accordance to the predefined themes and codes. All the posts were identified using Sarkar and Kotler's six brand activism categories. While all the categories were used, most of the posts were categorized under social activism, political activism, and environmental activism. Many posts have intertwining themes and some codes within one theme may also be related to codes in other themes, either directly or indirectly. After the data collection, data-driven codes appeared as we began analyzing and looking deeper into the social media posts.

Presidential Election.

On November 8, Patagonia posted two different posts on Instagram, one of which is identical to a post on Facebook from the same day. The cross-platform post encourages people to go vote at the polling stations "Without a healthy planet we are toast. Our doors are shut because the polls are open. Head to your nearest polling place and #VoteOurPlanet up and down the ballot" (Appendices C1 & D1). Appendices C1 and D2 are identical and are sharp in the communication of voting for the environment. We identified the codes as: democracy, voter rights, climate change, rights of nature, conservation, preserving the commons, sustainability, and action. Patagonia actively encouraged action through activism for political and environmental causes, as it spoke directly to the individual, but indirectly also encouraged other businesses to somehow make it easier for employees to go vote by giving them time off, for the sake of democracy. Patagonia used the hashtag #VoteOurPlanet in many of its 2016 election-themed posts. On Instagram, it posted a second post addressing the issue of not voting.

Voters were encouraged to make their way to polling stations to secure high voter participation and companies inspired to give employees time off to vote: "Working together we can elect the government we need. Don't sit this election out...we won't. Tomorrow all of our retail stores, our headquarters, distribution center and customer service facility will be closed to encourage everyone to #VoteOurPlanet" (Appendix D1). In Patagonia's case, the company lobbies

for people to participate in the election while considering the environment, and thereby the company lobbies for a certain political agenda that puts the environment as a top priority. The codes identified are related to the environmental topics within politics, and Patagonia communicates actions for claiming agency as an individual. Actively participating in the election through voting is a right people have, but a responsibility they must take, and organizations can take responsibility by making it possible for employees to claim their right to vote and take the responsibility, as they get time off to go to the polling stations. The codes within the environmental activism theme are in this case also related to the social activism theme, as food security, standards, basic needs, personal safety, and culture can be greatly threatened if the status of the environment worsens, and therefore Patagonia shows its belief in politicians that care for protecting the environment and taking measures to deal with climate change, so that the current negative development will not continue as that will arguably negatively affect causes within the domain of social activism too.

On November 9 (Appendix C2), Patagonia took a status check of the election on its blog—*The Cleanest Line*—and shared the link on Facebook with a brief text, which, through an introduction to the blog post, claims activists as an important agent in keeping the newly elected leaders accountable for taking responsibility for the environment and climate change; "...Activists will hold you accountable. We will grow and deepen our resolve to protect what we love" (Appendix C2). We discerned these three posts are all part of a strategy Patagonia follows—to be a sustainable business that actively takes action on environmental and political issues. Patagonia's posts show that the company uses its Instagram, Facebook, and an external blog as a vessel for communication to individuals and other organizations in an attempt to gain more activists to support issues Patagonia has close to heart. The company acts as a spearhead for others to join or show support, as Patagonia makes it easy for people to actively participate through sharing links to petitions or places to get more information that can possibly lead to individuals becoming active and claiming agency individually or through Patagonia.

Within the topic Election Day, we identified the overarching themes to be social activism, political activism, and environmental activism. As it is concerned with the presidential election, the codes democracy and voter rights are present. The environmental and political activism overlapped, as the environment was Patagonia's driving force in encouraging voters to participate in the election. Therefore, the codes climate change, rights of nature, preserving the commons, conservation, energy policy, and public lands are essential parts in the narrative Patagonia used in

its social media posts. The analysis has provided the data-driven codes sustainability and sustainable business, which are also explicitly or more implicitly present in this section.

Consumption.

In the U.S., the day after Thanksgiving is known as Black Friday, where stores have sales in preparation for the upcoming gift-giving season—e.g., Christmas. These sales have become highly popular but also highly criticized for being grossly the opposite of what Thanksgiving is about. The big commercial aspect of spending money and, thereby, accelerating consumption feeds into the culture of over-consumption previously addressed as an issue in American society. Patagonia's reaction to the sales and consumption was to "donate 100% of its global Black Friday sales to grassroot organizations working in local communities to protect our air, water and soil for future generations" (Appendices C6, D3). Some might suggest that it is counterproductive for Patagonia to encourage consumption of its products for the environment, when it seems more sustainable to not consume at all. However, Patagonia's claim is that when consuming, it is important, then, to choose brands that strive to be a sustainable business. It addresses the possibility of being a sustainable business directly in Appendix D3, claiming that it has proven through the past several decades that being sustainable and environmentally friendly does not need to be compromised to run a successful business.

Through advocating for conservation of nature and wildlife and action on climate change, Patagonia performs social activism. The narrative addressed food safety in relation to consumers being able to consume healthy goods that are not full of harmful chemicals. Further, Patagonia addressed the power of the crowd and how the crowd together can claim agency, and with their gained power, "defend policies and regulations that will reduce carbon emissions, build a modern energy economy based on investment in renewables, and, most crucially, ensure the United States remain fully committed to the vital goals set forth in the Paris Climate Agreement" (Appendix D3). The mobilization of the crowd towards ensuring environmental and social securities through claiming political agency is typical of the new power phenomenon. However, Patagonia can keep momentum of the mobilization, as it is organized and part of their organization mission and purpose. The organization acts as a spearhead for the crowd that can join the fight for the environment and the people of the world, yet is passive between intensified periods leading up to policy changes, elections, and the like, whereas the crowd would have to keep the momentum constant if it did not have a spearhead. Keeping momentum is therefore usually a challenge for the peer gathered crowds (Heimans & Timms, 2018).

On Facebook, Patagonia also posted about donating 100% of Black Friday sales to environmental groups; however, it wrote a short brief and linked to the website for a longer article on its blog as seen in Appendices C6 and C7. The different ways of approaching the two platforms makes sense, as Facebook's features more easily allow for link-building to other sites than Instagram does. Therefore, the longer description on Instagram is more suited to that platform, and Facebook helps generate leads to the blog and website universe with more extensive information. On the day of the Black Friday sale, Patagonia reminded customers that the company will donate 100% from the global Black Friday sale, and 1% every other day of the year (Appendices C9 & D5). It further emphasizes the importance of customers engagement in getting active to force change as a way to protect the environment—it encourages action through supporting Patagonia over other brands, due to the money being raised for the environment (Appendices C9, C10, & D5). Days after Black Friday, the amount gathered was announced: "$10M for The Planet! With your help we reached a record-breaking $10 million in sale on #BlackFriday and will be donating every penny to hundreds of local environmental organizations working around the world. You, our customers, truly #LoveOurPlanet – in one day we exceeded the amount we give in an entire year through our everyday 1% for the Planet Pledge. Thank you!" (Appendix C11) and there is a sense of victory in the posts (Appendices C11 & D7). The two posts on Facebook and Instagram, respectively, are nearly identical, however, the Facebook post was shortened and linked to the Patagonia website blog and, as previously shown, more information was given in the Instagram post.

Patagonia was celebrating the amount and the engagement customers have shown in supporting the donation through purchases. It further takes the opportunity to ride the wave of success that can inspire the crowd to take further action, when informing about different ways one can get in touch and become active with local organizations working on bettering the environment locally and globally. Presenting ways in which customers can further engage and linking to petitions and the like is an approach that makes it an easier choice for the customer to make, as they do not have to do a ton of research to find out how to participate. Today, many regard time as money, therefore, with limited personal time at disposal, it can be argued that, as a customer who wants to participate in moving towards a sustainable environmental economy, the process from desire to action is shortened when organizations offer specific guidance on how to connect to relevant organizations.

The topic consumption is primarily concerned with the "good doing" Patagonia does around the Black Friday sale. The themes has been identified as environmental and political activism, as it searches to inspire individuals to be considerate of consumer choices, when it is possible to choose one brand that does good things over others that do not. Further, Patagonia communicates how larger companies can provide support for smaller organizations, such as environmental groups. The focus is on the codes: conservation, climate change, rights of nature, preserving the commons, innovation, and the data-driven codes: pollution, sustainability, and sustainable business. The codes were talked about in an intertwined way and the posts connoted solutions to the addressed environmental issues.

Arctic National Refuge.

Patagonia advocated in broad terms for conservation and preservation of land, and it therefore focused on specific cases in its activism, to mobilize the crowd via signing petitions, considering who to vote for during election, volunteering, etc. The Arctic National Refuge is one of the cases Patagonia has chosen to speak up about. Briefly, it is concerning the issues related to the Arctic Refuge as a calving site for the porcupine caribou and proposed oil drilling. If the area is opened up for oil drilling, the porcupine caribou face displacement—or worse, extinction—due to their use of the land for calving. The herd is important to the Gwich'in people's cultural heritage and, therefore, the displacement of the porcupine caribous would also affect the Gwich'in people, as they would lose a key player in their culture and beliefs and, "'If they do, we go.' As go the porcupine caribou, so do the Gwich'in people. Oil drilling would displace them both…" (Appendices C24 & D12).

In advocating for the protection of the Arctic Refuge, Patagonia acted as an activist in the social, political, and environmental domains. The Gwich'in people are referred to as large players who are at threat in the political agenda regarding oil drilling in the Arctic Refuge area, and while two Gwich'in women stood up for preserving the area, the fight has been going on for decades (Appendices C12 & D6). The posts shown in Appendices C12 and D6 are from Facebook and Instagram, respectively, posted on November 29, 2016, and they are close to identical, but one is not a repost of the other. Both have a brief introduction to a video about the Arctic Refuge and the impacts oil drilling would have on the porcupine caribou and the Gwich'in people. These posts encouraged low-commitment engagement, as taking action first requires education oneself, but that can lead to further engagement later on in the activation strategy. Patagonia declared its stance with the Gwich'in people against Congress and encouraged people to support them by signing a petition protecting the Arctic Refuge (Appendices C17 & D6). In Appendices C14, C27, D10, and D13, it is

seen how a more direct call-to-action type of post was shared on Facebook with the message: "Sign the petition asking Congress to designate the coastal plain of the Arctic Refuge as wilderness" (Appendix C14), leading up to Appendix C17, in which Patagonia claimed, "Together, #WeAreTheArctic. Sign the petition today." In Appendices C27 and D10, Patagonia called to action through: "Add your voice to the over one million other Americans urging Congress to designate the coastal plain of the Arctic National Wildlife Refuge as wilderness, protecting it from Big Oil forever. Together #WeAreTheArctic" The posts urged people to sign the petition to protect the Arctic Refuge through designating the area as wilderness, and Appendices D10 and D13, and C14 and C27 showcased repetition in content delivering the same message.

Patagonia used both Facebook and Instagram for calls-to-action in terms of sharing links to petitions and informative video material (Appendix D16), but on Facebook, it posted more content linking to more information on other platforms—e.g., Patagonia's website and blog. Appendix C18 is an example of content solely posted on Facebook, leading people to a blog article about the Arctic Refuge, the porcupine caribou, and the Gwich'in people. This type of post sought to inform people, with the hope that they would feel empowered to sign the petition and advocate for protecting the land, wildlife, and people of the Arctic. The post suggested double calls-to-action, as it encouraged reading the article about the case and action through signing the petition through this message: "No roads, no landing strips, no comforts of home. Why protecting the Arctic Refuge? Read now at The Cleanest Line and take action by signing the Care2 petition" (Appendix C18). Appendix D12 shows a similar tendency; instead of link-building to the Patagonia blog, the Instagram post encouraged the follower to watch the video previously mentioned and to sign the petition and added links to both for easy access. On Facebook, Patagonia further used the platform to share more links to its blog that elaborated on the history of the Arctic Refuge and stories from the Gwich'in people and conservationists. As seen in Appendices C19, C24, and C25, Patagonia utilized the platform's opportunity of sharing content with a brief message attached. The posts explored how the Arctic and its wildlife and people are unique and therefore should be protected to secure the future existence of the Gwich'ins' existence and cultural heritage as well as saving the porcupine caribou from extinction or displacement as a result of oil drilling. "'It's frustrating to have to ask your government that you deserve to live, and your children deserve the right to live the Gwich'in life.' They shouldn't have to. Read the story of the Gwich'in and their way of life on The Cleanest Line" (Appendix C19). In the post seen in Appendix C24, Patagonia called for action one last time in this haul of posts regarding the Arctic. Many of these posts on Facebook and Instagram

included the hashtag: "#WeAreTheArctic." This is a way for Patagonia to engage the crowd, as it gathers people to use certain hashtags; in this case, the hashtag invited people to stand in solidarity with the people and wildlife of the Arctic against the Congressional propositions regarding oil drilling.

Patagonia's engagement in the Arctic National Refuge communicated several essential topics that we have listed in our code list, such as conservation, culture, climate change, rights of nature, energy policies, and sustainability, the latter a code we uncovered during the data analysis. As demonstrated above, the posts took on different focuses without dismissing other focal points. Some posts revolved around the impact oil drilling and climate change would have on the Gwich'in people, while others focused on the environmental impact and how it could affect the ecosystems with reference to the wildlife population of porcupine caribou. Patagonia further focused on creating awareness through educational posts or linking to other sources, as well as encouraging people to take action through signing petitions. It has, however, also posted more subtle content. Appendix D4 shows a more subtle approach to spread knowledge about the Arctic National Wildlife Refuge on Instagram: "Caribou crossing the coastal plain of the Arctic National Wildlife Refuge. #LoveOurPlanet" (Appendix D4). The picture in the post depicts the natural phenomenon at stake, and Patagonia used the hashtag "#LoveOurPlanet," which is often used in its environmental activism. The hashtag and the picture of the porcupine caribou herd implicitly portray Patagonia's opinion about Congress' want to exploit the area for energy resources, leading to the possible displacement of the wildlife and people of the area.

In May 2017, the protection of the Arctic became crucial for Patagonia yet again, as President Trump's proposed budgets suggested shrinking public lands and opening the Arctic for oil drilling (Appendices C86 & D37). Patagonia posted calls-to-action throughout the rest of 2017, with a last post shared on December 28. Patagonia once again posted about the urgency and importance of protecting the Arctic, in terms of the people, wilderness, and wildlife: "What happens in the Arctic doesn't stay in the Arctic. Protecting the Arctic National Wildlife Refuge is Non-Negotiable" (Appendix C104). The company showed support, but also implied how changes in the Arctic region would affect the entire globe. Appendix C123 is a repost from The Conservation Alliance: "ALL HANDS ON DECK FOR THE ARCTIC REFUGE," which, a week later, was supported by a direct call-to-action: "Tell you senators to vote NO against any budget that supports Arctic Refuge Drilling (*phone number omitted)*" (Appendix C127). Patagonia's CEO, Rose Marcario, was quoted in two identical posts on Facebook, one with a picture and the other with a

link to a blog post on The Cleanest Line (Appendices C144 & C145). The quote signaled urgency, but also confirmed that many Americans stand with Patagonia in protecting the Arctic from oil drilling and exploitation. Marcario further implied that the fight was far from over and the pressure on Congress needed to be continuous to affect their decision. "It has no phone service, cell phone coverage, campgrounds or ranger stations within its boundaries. Click the link in our profile to learn why the fight to protect the Arctic Refuge has just begun," (Appendix D61) is the wrap up of the activism to protect the Arctic Refuge that Patagonia did in the last months of 2016 and returned to starting in mid-2017.

In the posts regarding the Arctic National Refuge, we identified three themes: social, environmental, and political activism. Social activism is related to the code culture and the data driven code displacement, which also links to environmental activism if the context is wildlife and not people. The topic is also focused on the codes: legislation, democracy, and voters' rights. Political activism was emphasized through Patagonia's calls-to-action. Other codes concerning the Arctic National Refuge are regulation, preserving the commons, conservation, rights of nature, ecocide, and energy policy.

Bears Ears National Monument and public lands.
Patagonia speaks up about Bears Ears and the list of national monuments (Appendices C16, C29, & D15) in order to get people to urge then-President of the U.S., Barack Obama, to add the land to the list of national monuments, thereby preserving the lands, the cultural heritage, and the recreational spaces. When it was added to the list of monuments, Patagonia posted about it in celebration (Appendices C29 & D15), and on the following day, Patagonia announced that another area, Gold Butte (Appendix C30), was also added to the national monuments list. Patagonia praised the act but also explained why the brand finds it so important. In the post shown in Appendix C29, Patagonia directly expressed, "We are witnessing the power of community activism, and we thank President Obama for listening and taking action" (Appendix C29), as the protection of Bears Ears National Park was urged by people participating in the environmental and political activism.

In a Facebook post from January 11, 2017 (Appendix C31), Patagonia started a wave of posts with a simple question directed at Utah officials: "The Outdoor Industry Loves Utah; Does Utah Love The Outdoor Industry?" and directed readers towards a post on The Cleanest Line. Appendix C33 shows a follow up through the promotion of an open letter: "Business Leaders from the Outdoor Industry agree: Public lands should remain in public hands. Read the open letter now." On the 7th and 8th of February, Patagonia posted about boycotting Utah's Outdoor Retailer Show

on Facebook and Instagram. On Facebook, the post contained a quote from the founder addressing how Utah politicians have consistently been denigrating the public lands that, aside from being important for the environment and the people native of the area in terms of cultural and historical heritage, is the backbone of the outdoor recreational business (Appendix C43). Further, Chouinard pointed to the large amount of money the retailers put into Utah during the show in Salt Lake City, claiming, "The whole thing is a cash cow for Salt Lake City" (Appendix C43), and that it should be incentive enough for politicians to be welcoming the industry as well as accommodating to the recreation industry, as people may travel to experience the nature of Utah. Thus, Utah politicians should have an interest in preserving public lands for the sake of the state's economy. However, one must assume the politicians believed selling off the land or exploiting it for energy was going to bring in a larger cashflow than what the outdoor industry could ever bring to the area.

A quote from Marcario posted on Instagram later confirmed: "...Patagonia will no longer attend the Outdoor Retailer show in Utah and we are confident other outdoor manufacturers and retailers will join us in moving our investment to a state that values our industry and promotes public lands conservation" (Appendix D20). A briefer version linking to her full statement was also posted on Facebook the same day. Marcario addressed the politicians' lack of interest in conservation of public lands and the economic benefits the outdoor recreation industry brings to the area, both in relation to the retailers' show and people using the area for recreational activities (Appendices D20 & C44). Marcario's statement promoted political change and showed Patagonia was engaged in affecting the political agenda regarding public lands and conservation. A short while after, and in response to political decisions in Utah urging President Trump to shrink the boundaries of a national monument (Appendix C49), Patagonia released a campaign to call Governor Herbert—a key player in the shrinking of Utah's public lands. The campaign was kickstarted with the quote: "We are not afraid to take a stance on things we believe in" (Appendix C48) by Corley Kenna, Patagonia's Director of Global Communications & Public Relations. Kenna implied the crowd could expect something to come and used the hashtag #StandWithBearsEars, which was formerly used in the fight for conservation in Utah.

Appendix C48 prepared Patagonia's followers on Facebook on the post in Appendix C49 that explained the campaign a bit and urged people to take action through calling Governor Herbert, as he "signed a resolution that urges President Trump to shrink the boundaries of 20-year old Grand Staircase Escalante National Monument." These two appendices are followed by Appendix C50, a direct call-to-action: "Call Governor Herbert and urge him to keep protected public lands in public

hands." Appendix C50 showed that Patagonia did not beat around the bush and urged people to affect the political agenda to preserve public lands for public use. Patagonia further appealed to politicians in Appendix C51: "We hope that this sends a clear message to politicians who seek to undo wilderness protection and sell out public lands to the highest bidder," and linked to an article on LinkedIn, where it weaved wilderness protection together with a strong economy and the American way of life.

The focus on Bears Ears and Utah's public lands and national monuments was an activism campaign. On Instagram and Facebook, Patagonia released an interactive video from Bears Ears to show off some "unparalleled opportunities for recreation" (Appendices D23 & C55) nature in the area offered. The production was posted over two different posts that were each posted on both Instagram and Facebook with the exact same introductory body of text (Appendices C55, C57, D23, & D24). The posts angled the communication to depict the area as something extraordinary and therefore worth protecting for recreational reasons, environmental reasons, and due to cultural and historical heritage. "The history of Bears Ears is written in rock and sandstone walls – an ancient, beautiful and deep history meant to be preserved for future generations to study and learn" (Appendices C61 & D26). Patagonia's engagement in the activism for protecting the public lands and nature in general is shown through big efforts to inform the public, engage the crowd, inspire other organizations, and put pressure on politicians. The brand must have spent valuable time on producing and coordinating content and on following relevant cases closely, reflecting its interest in environmental and social activism, as claimed on its website.

At the end of March, Patagonia stepped up the campaign to protect Bears Ears when it launched a text campaign asking people to "Text 'Defend' to 52886 to tell Secretary Zinke now is the time to #DefendBearsEars forever" (Appendices C64 & D27) in support of protection from privatization and development. The posts within the campaign argued for the protection of public lands. The communication addressed several issues related to the environment and nature, but also social issues regarding loss of cultural heritage and the displacement of people and/or animals. Further, the Bears Ears campaign also focused on the general threat to public lands, conservation, and preserving the commons through encouraging action. People were asked to call a phone number in parts of the campaign, but by end of March, the text campaign was the main focus. This type of activation of the crowd to force political attention for a certain agenda was a main focus in new power, as a way to claim agency and provide support. In a Facebook post from April 26 (Appendix C74), Marcario was quoted from her statement on the Trump administration's lack of

acknowledgement of the importance of preserving wild places. She once again touched upon the fact that the national monuments list was established after pressure from the public, implying the importance, as they "provide unique and irreplaceable cultural, ecological, economic and recreational value worth protecting for our children and grandchildren," and she therefore urged people to take action as the president did not intend to protect the national monuments.

Marcario also posted an article on her own LinkedIn, titled *Why Patagonia is Fighting for Public Lands (*Appendix A22). The post in Appendix C74 was followed by strong call-to-action posts the day after on both Instagram and Facebook—the posts were identical and urged the public to "Tell him [Trump, ed.] you want to use your power to #DefendBearsEars as a protected national monument. Text 'Defend' to 52886 to urge the president to uphold the protection of Bears Ears National Monument" (Appendices C75 & D30). Appendices C75 and D30 looked to activate the crowd in order to claim political agency in an attempt to affect political decisions regarding the national monuments, and Patagonia mentioned Bears Ears and the hashtag "#DefendBearsEars" had become symbols in the fight to protect public lands and national monuments. It is worth noting the change in hashtag; previously it was mentioned that Patagonia used "#StandWithBearsEars," but it changed to "#DefendBearsEars" as the intensity of lobbying politicians and activating the crowd in the campaign increased. Further development in the case also showed that Patagonia shifted to "#MonumentsForAll" (Appendix C91) when Patagonia urged Secretary Zinke to "please watch this letter and listen" (Appendix C91).

During the change in the Bears Ears/National Monuments campaign, the political situation impacted who Patagonia addressed in its messages. Trump, Zinke, and Herbert have all been key persons in the public lands and national monuments fight, and the public was urged to voice its opinion to stand stronger together as crowd and with Patagonia to persuade politicians at different levels of government. From May and throughout the following couple of months, the activism of the campaign intensified as texting and petitioning came to an end in the beginning of July; therefore, the posts on Instagram and Facebook during that period were often about the preservation of public lands and national monuments, and many of them were identical posts on the two platforms, reinforcing the effort, engagement, and strong feelings Patagonia had in this case. Appendices C81 and D34 are a letter from Marcario addressed to Secretary Zinke, pleading him to consider how important the public lands are for the nation's heritage and how they are important for future generations. Through a video in which the public's opinion on their national monuments is shared, Patagonia supported the public and urged Zinke to listen. Shortly after, Patagonia shared a

letter from Marcario shaming Zinke and his decision to advise the president to shrink the area of Bears Ears, despite the fact that the Secretary had advocated for Theodore Roosevelt's legacy of public land protection (Appendix C92). Appendix C92 was, as others have also been and are, an example of how Patagonia from time to time used the words of its CEO, who voiced her own sentiments that are in line with Patagonia's own values and beliefs. While an example of brand activism, it is more specifically connected to aspect of CEO activism, as Marcario is herself outspoken about the values she and Patagonia both hold. As Marcario does not have her own public Twitter, Facebook, or Instagram accounts, by sharing her statements on the official Patagonia platforms, Patagonia allows its followers to hear semi-directly from its CEO. The CEO can take on the role of spearhead to force a more direct way of communication to specific stakeholders in society, in this case, the decision-making processes of politicians Patagonia and Marcario aimed to affect.

Leading up to the ending of this campaign—on July 13 (Instagram) and 17 (Facebook), with a "Thank You" video posted on both platforms (Appendices C101 & D45)—Patagonia frequently posted on Instagram and Facebook. A series of posts urged people to participate in voicing disagreement with the political decision favoring the state—meaning the shrinking of public lands—through the text campaign. Patagonia encouraged individuals to partake in the campaign several times (Appendices C82, C83, C87, C94, D35, D36, D38, & D42) via posts that connotated urgency and importance and implied that the politicians were "open ears." Another series intertwining the above posts are focused on linking people to a petition they could sign to contribute their voices (Appendices C90, C94, C96-C99, D39, D40, D42, D43, & D44). Patagonia engaged in the protection of public lands, as they provided several different options for participation when it tried to mobilize the crowd, and that may be an attempt to appeal to as many as possible, as the different available ways (text or signing petition) of voicing discontent broadens the appeal to different individuals. In other words, if an individual was already on their phone, sending the text "Defend" could be easily done, whereas if they were browsing on their computer, signing a petition might have been the easier course of action, as the link Patagonia provided led directly to the petition page.

Appendices C78, C84, and D41 are part of the intensified effort to mobilize people but are not direct calls-to-action, as they do not refer to links or the text campaign. However, the posts provided information and/or reasoning for protecting the public lands. Appendix C78 addresses the amount of public land that "the people" used to have, which is now in the hands of federal

government. It is posted in relation to hunters and fishermen, who benefit greatly from having public lands, and the article linked to was published by a site dedicated to hunting and fishing: "The battle over public lands is one sportsmen must win" (Appendix C78). The post was tied to Appendix C84, which calls on anglers: "Now's our time to speak up for public lands." Anglers were regarded as a large voice due to the number of anglers in the U.S. Appendix D41 stated, "The beautiful history of Bears Ears can be found in deep corners and along the night sky," and subtly spoke to those who have enjoyed the outdoors, regardless of preferred outdoor activity. This approach targeted people who are and have been using public lands to make them aware that, without people's voices, such places might soon be gone, and with them, the recreational spaces as well.

At the end of July, activism for public lands protection flared up again, calling for people's participation in signing petitions, texting, and going to demonstrations, as more public land areas were targeted by the president and state officials (Appendix D47). Appendices C103, C105, C106, C117, C118, C138, C140, D48-D50, D53, D54, D58, and D59 all encouraged people to text "Defend" as part of the same campaign previously mentioned, sign a petition, or join the crowd in a demonstration. Appendix D49 is especially interesting, as it shows the lengths Patagonia goes to to reach the crowd it hoped to mobilize in the text campaign and petition-signing: "We have never run a TV commercial. Until now. See it now in our profile link and text 'Defend' to 52886 in defense of your public lands." This was the cause that got Patagonia to produce and air its first TV commercial, not one or some of their products. Patagonia further pointed out the fact that "more than 2.8 million people have spoken in support of public lands" (Appendix C107) and "The White House should listen to the millions of Americans who spoke up and keep full protections in place for our National Monuments" (Appendices C108, & D51), and yet the support for conservation was dismissed by decision makers. This could be a strategy to maintain people's interest, serving as a reminder that people are still needed to forge change, while at the same time, reminding people to feel dismissed and outraged by the decisions of officials (Appendix C137)—as one post states: "President Trump on the verge of undermining the priceless conservation vision of Theodore Roosevelt" (Appendix C134).

Marcario took action on her own LinkedIn. She stood up for Bears Ears National Monument and addressed that she spoke up, possibly inspiring other business leaders to do the same (Appendix A20). Patagonia was a channel for statements and direct communication in letters from the company and Marcario to officials as well as a platform used to share information about news

within the public lands fight. It also shared other information, making people aware how big of an effect it will have if public lands are shrunk (Appendices C115 & C130). When Trump reduced some of the biggest public land areas in the U.S., Patagonia kicked off its campaign *The President Stole Your Land* (also *The President is Stealing Your Land*) (Appendices C141, C142, & D60). On Facebook, Patagonia wrote a bit more about the topic and shared links—e.g., to an elaborate article on why Patagonia was going to file a lawsuit against Trump and take the fight to court (Appendix C143), showing the commitment Patagonia has to public land conservation and the effort it put into engaging the public as well as directly addressing the politicians.

Patagonia's Bears Ears and other public lands/national monuments posts within this section were all coded within the social, political, and environmental activism themes with the codes recreation, culture, legislation, preserving the commons, conservation, public lands, rights of nature, and the data-driven code: displacement. In this case displacement was regarded both in terms of people and wildlife. The focus is preservation and conservation of commons and public lands, instead of exploiting the area for oil and other energy sources. Patagonia continuously called the public to action and urged for recreation, culture, conservation, public lands, and rights of nature on the political agenda.

Public Lands – U.S. and Abroad

In addition to the causes and issues Patagonia was involved with within the United States, the brand also posted about other cases it supported and advocated for—many of which focused on working for energy policies, encouraging to take action, advocating for preservation of cultural heritage and public lands. Patagonia proved that it is not only absorbed by environmental and social issues in the U.S., as it also addressed issues or celebrated successes related to environmental and social activism in other countries. Patagonia showed concern for the wildlife as seen in Appendix C3, in which it addresses the low number of wolverines left in the U.S. and how it is suggested to add the species to the list of threatened species. In line with threatened species, it is also worth mentioning Patagonia's Facebook post of November 23, 2016 (Appendix C8), where it addressed the decades-long fight of the Ktunaxa Nation to protect the Jumbo Valley in Canada. Patagonia openly supported the Ktunaxa Nation in protecting the territory important to the Nation and grizzly bear spirit. Business, leisure, or residential development of the area would be detrimental to the cultural heritage of the Ktunaxas and the wildlife and ecosystem in Qat'muk, as the area is referred to. Patagonia expressed its opinion on the conservation of lands, preservation of public lands, protection of cultures, and general protection of the environment. The problem of sacred lands and cultural and historical

heritage is further brought to attention in relation to the Dakota Access Pipeline. Patagonia performed social activism through showing support and spreading information (Appendices C28 & D9), the Facebook post encouraged people to read more via a link to the website blog, whereas— and as previously seen—the Instagram post contained a short informative brief, but otherwise let the picture speak for the rest. On a more general basis, Patagonia brought attention to the issue of conservation of land in order to preserve wildlife and peoples' cultural and historical heritages from harmful energy policies, exploitation, and climate change.

Several other posts exhibited that Patagonia is interested in nature, people, and environment outside of the U.S. as well as within own borders. It addressed waste cleanup in Tasmania (Appendix C4), the defeat of a proposal for a sea wall on Ireland's coast (Appendix C20), conservation of wilderness in Mongolia (Appendix C21), and it advocated for energy policy in order to protect the Boundary Waters in Minnesota (Appendices C26 & D14). Patagonia started to show a pattern in how Facebook was used during the analyzed period, as the brand extensively used the platform to share brief information that led to more detailed articles on the topic. This made it easier for followers to gain access to information, as Patagonia often also provided a link or further information on how to take action—e.g., signing petitions or volunteering. Patagonia claimed political agency in social and environmental matters and allowed for individuals to stand with them through the different measures available, tapping into the increasing desire for consumers to participate in forcing topics onto the political agenda or affect the outcome of bills put before Congress. In posting about different aspects related to the environment and people of the world, Patagonia performed inclusivity and proved that the health of the planet is important to the brand.

In a range of seemingly unrelated posts on, primarily, Facebook, Patagonia communicated a positive discourse towards recycling and mindsets that can be categorized as within the values of circular economy. It further shared its own story of creating a fund to contribute to smaller organizations that do good for the environment, food, produce industry, and the like (Appendix C13). The post seen in Appendix C13 informed as well as encouraged other organizations to consider doing sustainable business, as Patagonia leads by example in sharing its own story as proof that being a sustainable business does not mean that profit is compromised, it is simply not the focus but rather the outcome of being sustainable. As Patagonia reached out to organizations, it also reached out to inspire customers through stories from people who has made sustainable life choices. As seen in Appendix C5, Patagonia included a short quote from the story in the brief on the post, which links to the company's blog, but the quote sums up the essence of the article that ideally

would inspire peers to consider their life choices and ways of living: "I felt like building a smaller home, out of as many local, natural, and recycled resources as possible would be a wonderful way for me to remain more connected and grounded" (Appendix C5). In line with organizations doing good and individuals considering their impact on the planet, Appendices C22 and D11 show Patagonia's communication of a solution to a more sustainable way of farming. The posts act as a catalyst for organizations to get inspired and involved, individuals to become aware of their choice of produce, but also as a catalyst for political involvement as the solution imaginarily could cause regulations—however, these might have to be pushed by individuals and organizations all together. Patagonia can, therefore, start a movement towards a new type of farming, and through activism put the issue/solution on the political agenda or inspire organizations and farmers to get involved even before Congress mobilizes.

Patagonia brought attention back to Jumbo Valley in British Columbia, Canada, in 2017 (Appendices C32 & C131). Using the hashtag "#KeepJumboWild," the brand encouraged the preservation of the area for wilderness and wildlife purposes, but also because it serves as a sacred place for the people of the Ktunaxa Nation. Patagonia encouraged people to stand in solidarity with the Ktunaxa Nation as the Canadian Supreme Court ruled in favor of developers, forcing the Ktunaxa Nation to now pursue an indigenous protected area (Appendix C131). The cultural and historical loss nations/peoples/tribes face when displaced can have negative effects on the societies; therefore, Patagonia is active in protecting said people and places to which they belong (Appendices D29 & C73). This protection is especially important for it is also a key step in the protection of the environment, due to the historically close relationship between many peoples and nature. Therefore, Patagonia also took on the responsibility of advocating for nature areas in the European lowland (Appendix C139), British Columbia in Canada (Appendix C114), wild rivers in the Balkans— referred to as *Blue Heart*—(Appendices C79 & C111), the French Alps (Appendices C37 & C38), public land in Chile (Appendix C59), salmon in Puget Sound in Washington State (Appendix C132), and general worldwide concerns (Appendix C133).

Patagonia also posted about Punta de Lobos, Chile, home to some of the biggest waves on Earth. Development of the coastline and impacts on the climate threaten the currants and waves of the ocean, which affect coastal cities in various ways. For surfers, it is important to keep the bigger waves, but for the coastal town Punta de Lobos, it is important in terms of identity and economy. Patagonia supported the protection of Punta de Lobos through donations and advocacy (Appendices C100 & C129). Patagonia has donated large amounts of money to help protect Punta de Lobos.

Through inventing a vest to help protect the surfers on heavy waves and sharing the technology with the industry, Patagonia raised money through a licensing fee, which they donated (Appendix D46). When it was decided Punta de Lobos would be protected, Patagonia celebrated (Appendix C136) and claimed, "Anything is possible when communities come together to find common ground" (Appendix D57). As shown, Patagonia engages in advocating for causes outside of the United States; however, changes in the climate affects everything worldwide, meaning a shift in attitudes globally is necessary, and Patagonia is at the forefront of this change.

Patagonia has shown signs of caring about environments all over the world. We identified the above-discussed posts within the themes as social, political, and environmental activism. As it was also seen in Patagonia's activism for American public lands, it was also consumed with the issues related to the codes: public lands, conservation, preserving the commons, and human rights, and the data-drive code: displacement. The impacts of exploitation of public lands and the like all over the world has shown to be of high concern for Patagonia.

Business & Politics.

Patagonia advocated for a more sustainable approach to doing business. It also focused on the interconnectedness of business, politics, and solving the world's biggest issues. The company believed it is possible to be in business with a purpose to save the planet and advocated, "We need an EPA that will keep pushing our economy forward, not back… We cannot afford a future where we cede the enormous opportunities presented by clean energy to our competitor abroad" (Appendices C39 & D19). Through its actions, Patagonia attempted to inspire other businesses to follow its lead to become more focused on purpose over profit and change the organizational mindset to view profit as the outcome of purpose. Patagonia addressed the issues it saw in how politicians prioritized the economy and that government in the U.S. is often run as business—or at least attempted to (Appendix C56). Therefore, issues such as the climate were not the primary focus, as the government does not have the mindset of purpose over profit (profit as outcome of purpose) and is run on an old power and traditional model with old power values. Political activism, affecting decisions that affect the environment and people, was a thorough theme of Patagonia's communication on social media. In Appendices C35 and D18, the company stood with people to affect political decisions such as in the case of the Dakota Access pipeline. Appendices C35 and C63 urged people to take action through signing a petition, linked to in the posts on Facebook in the same way it is previously seen on Patagonia's platforms. The encouragement to take action was a main theme for Patagonia and was used in bigger campaigns over a longer period of time. However,

it also engaged in the promotion of petitions to sign in an act of individuals taking action that may only take up one of two posts (Appendices C42 & C52). Often Patagonia's encouragement for action was, as also mentioned before, something that people could participate in easily while scrolling on their phones or browsing on their computers. However, Patagonia also encouraged people to participate in other ways—e.g., marches and demonstrations, which the engagement in the climate march in April 2017 was an example of (Appendices C76, C77, & D31-D33). Patagonia encouraged people to ask questions to a panel that was going to discuss the role of individuals and organizations in the fight against climate change. Through a few encouraging posts on both Facebook and Instagram, Patagonia informed people about the event, and following the panel discussion, it provided a guide to individuals on how to contribute to the fight as a regular person acting on own behalf. This is also a form of mobilization, as Patagonia sought to inspire as many individuals as possible and activate the private contribution to fight climate change.

Patagonia further addressed the issue of corporations' hunt for large profits while putting people at stake, either in terms of displacement, cultural heritage loss, safety, food and water supply safety, clean air, etc. (Appendix C85). Patagonia touched upon its efforts in pledging the U.S. to deliver on climate goals set forth in the Paris Agreement through this statement: "We are still in. We have joined over 1,000 U.S. businesses, investors, states, cities, and universities pledging to help the U.S. deliver on its international climate commitments. The Paris Agreement is a blueprint for job creation, stability and economic prosperity. We pledge to do our part and #ActOnClimate" (Appendices A25 & C89). These previous posts tapped into Patagonia's strategy aimed at inspiring others—individuals, organizations, and government—to get involved, which had a discourse of shared commitment as a part of the solution. Sometimes the points were communicated simply, without much explanation, but in the context of posts prior to and following, the short messages— as Appendices C80 and C88 are examples of—work on their own yet contribute to the overarching picture of Patagonia as an activist for the environment.

In this section a variety of codes were found, primarily within the themes social, economic, political, and environmental activism. The codes reflect the interplay between doing business, being good, and forging political change. Patagonia is consumed with the idea that businesses can forge political change and if not, businesses can be strong enough to take on the responsibilities of solving some of the world's most threatening issues when politicians fail to do so or choose not to. Therefore, Patagonia also engaged in social activism, so that people's rights are not violated, personal safety remained intact, and people were not to be displaced, losing valuable cultural

heritage. These codes are integrated in Patagonia's communication coded within energy policy, preserving the commons, conservation, rights of nature, energy, research, legislation, biotech, climate change, and the data-driven codes: sustainability and sustainable business. The codes from social, economic, and environmental activism have all been engaged in the political activism, as Patagonia aimed for political change regarding some of the issues addressed in the codes for the other themes. Patagonia thereby claimed political agency on behalf of others' interests and not simply its own.

Sustainability in Business.

Patagonia pointed people's attention towards different aspects of being a sustainable business. It primarily wrote about it on Facebook and a bit on LinkedIn, where Marcario shared the articles she published. Those articles or posts were typically distributed on one or more of Patagonia's social media platforms, as was seen to be the case with her article from June 2017 on the Paris Agreement (Appendices A21 & C89).

One way in which Patagonia took part in everyday activism was through the *1% for the Planet* community, where businesses donate 1% of sales (independent of profit). Individuals can participate through volunteerism or by donating 1% of their annual salary. On Facebook and Instagram, the brand posted about its oath of action under the hashtag "#OathOfAction," which this time, was to volunteer 14,000 hours of work through Patagonia's environmental internship program. Appendices C34 and D17 show that they are the same post on the two platforms; however, the Instagram post conformed to the platform, so it contained less explanatory text and only addressed the core in terms of calling people to action by offering the link to more information. Patagonia posted about this to inspire other businesses and individuals to join the community, as Patagonia continuously set forth its belief that businesses and individuals are important players in saving the planet. On her own LinkedIn, Marcario published an article titled *Looking to Business and Civic Engagement to Solve the Climate Crisis* (Appendix A18), and that tapped into the engagement Patagonia was trying to encourage throughout its social media platforms. It further tapped into the ideas of new power, where civic and business engagement are fundamental and pointed to solve problems, as businesses and individuals start to claim more agency for chance due to lack of political action. The power to change the world in terms of solving some of the most threatening issues, is therefore arguably within civic engagement. The argument is then that businesses can support change as spearheads for mobilization, as they do not lose

momentum as fast as the civic crowds, for the business can make its purpose to be about solving this threat through doing business.

Patagonia stated, "To change the idea that doing business and protecting the planet are diametrically opposed, we use the whole company as a tool for environmental and social activism" (Appendices C46 & D21). The posts promoted Patagonia's own booklet on what it did in 2016 and how it was looking forward and dealing with challenges. Through this post, other businesses could get inspiration on how to force positive change in the world though doing business and that profit is the outcome of the purpose, which is Patagonia's philosophy. Marcario is quoted: "It's not a business imperative to keep these places protected; it's a moral imperative" (Appendix C54), which seems to be a moral imperative the company shared on an overall basis and not just for public lands protection, based on the extent to which Patagonia put effort into increasing awareness of different cases. Some may argue that it is impossible to run a successful and economically sustainable business if the profit is not main focus, but Chouinard claimed that if "you do the right thing, it leads to more business" (Patagonia, Facebook, 26.07.17, Appendix C102). In line with doing "good" business, Patagonia posted several different informational posts, a way for the brand to be transparent through telling about what it does itself, but also as a way to share knowledge on how other companies can do good business. For example, Patagonia shared information on financially supporting sprouting environmental groups through its grants program (Appendix C40) and addressed issues of microplastic and microfibers, initiating that businesses support the current research within the field and consumers take responsibility in terms of using microfiber products (Appendices C41 & C95).

Further, Patagonia focused on initiatives and business communities it is part of, with an emphasis on, for example, the environmental aspect of doing business. B-Corp and the Tin Shed Ventures are mentioned in relation to other businesses joining and for the recognition B-Corp has gotten (Appendices C70, C71, & C112). B-Corp is similar to the brand activism frameworks identified by Sarkar and Kotler (2018), specifically, Plan B, which is also a collection of business leaders looking to improve society and the planet. Appendices C70 and C71 specifically mention Stonyfield (dairy production) and Bureo, stating each does what it can to provide products from a responsible business with focus on the environmental impact and how to provide safe products to consumers. Consumer safety in relation to food production and transparency is addressed further in Appendices C113 and C120. In Appendix 113, Patagonia addressed the issues of the current state of agriculture, a threat the world must face and seek to fix and improve through research and

innovation. This further tapped into the transparency, or lack thereof, in foods. Patagonia advocated that it should be easier for consumers to find out what food is made of, how is it made, where it is from, etc., for consumers to make qualified choices when shopping. On Marcario's own LinkedIn, she encouraged others to join Patagonia in the journey to Regenerative Organic Certification (Appendix A23), which was a step towards more transparency and better food and product safety, which Marcario also advocates for (Appendix A25).

On-site childcare.

Another point Patagonia continuously addressed is how businesses can benefit on focusing on families. Patagonia itself has on-site childcare for employees to use that, according to the company, is beneficial for all. Due to the practicality families experience, on-site childcare makes it easier to be a working parents, which contributes positively to both working families and the business. Patagonia even claimed, "Onsite child care isn't a luxury; it's an engine for business growth" (Appendix C116) and Marcario backed up the business incentive on her LinkedIn when she shared an article on the topic (Appendix A24). The initiative can benefit the challenge of getting more women into management, when the family-life and work-life balance is easier to find, it may encourage more women to pursue careers in management they would otherwise not due to practical reasons (Appendix C109). "Taking kids to work" has been a vital part of Patagonia's business model for a long time (Appendices C15 & D52) and is based on the belief that "strong families build strong businesses" (Appendix C15). It tapped into an educational aspect as well when Patagonia addressed the roles of children for future sustainability. Patagonia shared an article that explores the possibilities of inspiring children to get involved and become so-called "stewards of the planet" (Appendix C93). Patagonia contributes to making children aware of the challenges of the planet from a young age on, as the company provides the on-site childcare. Though the children attending will most likely grow up with parents interested and invested in the health of the planet, but being in a daily environment with other people who share the same interest and beliefs may reinforce the children's own beliefs; thus, guiding children in the direction of becoming stewards of the planet (Appendix C124).

Fair trade.

Since Patagonia is an outdoor clothing and gear brand, many may question how it can contribute to a better environment, when what it is selling impacts the planet through the production phase as well as at the point when people throw its products out. Patagonia seeks to be innovative in finding materials and production processes that are better than past and current processes. Patagonia put

large emphasis on fair trade and shared on Facebook and Instagram when its bikinis and boardshorts became fair trade certified (Appendices C58, C65, & D25). It is "out to change the industry" (Appendix C53). Through posts on Facebook and Instagram, Patagonia built up a story of fair trade: how it does it, how to manage it, and why it is important. The social media posts of Patagonia support the validity of the company's fair trade, as they are a type of transparency. A representative visited a fair trade-certified factory in Sri Lanka to inspect the place and discern what fair trade certifications can do for a factory (Appendices C66, C67, C122, & D56). Patagonia addressed the support its fair trade products provide to the people making them and, thereby, suggest the importance of buying fair trade-certified goods versus non fair trade-certified goods (Appendix D55).

Through fair trade, Patagonia argued that the clothing industry can change and bring advantages to the fight of climate change as well as providing a financial security and stability for families through creating safe places to work. The changes there have been in Sri Lanka, partly through the focus on fair trade, was briefly addressed in a social media post linking to a blog post on The Cleanest Line (Appendix C68). Representative Dave Rastovich's quote: "Having been embedded in the surf industry since I was a kid, I'd always wanted to know if we were doing the right thing by the people who make our gear. Could we do better?" (Appendices C69 & D28) was used to address the commonly-known fact that production industries are not always clean for the environment and safe for the employees working there. Patagonia provided an answer: "Boardshorts and bikinis, made with #FairTrade" (Appendices C69 & D28). Aside from good working conditions—elaborated on in Appendices C122 and D56—and better materials, Patagonia promised that for every purchased Patagonia fair trade item, more money would be sent back the workers who made it, and Patagonia put it under the hashtag "#FairTradeDifference" (Appendices C119 & C121). Furthermore, Patagonia hosted a live panel debate centered on fair trade leaders—where they encouraged people to raise questions—and interested parties with internet access were able to participate (Appendices C125 & C126). The efforts put into the event supports the notion that Patagonia perceives fair trade as genuinely important and not just a stunt, a ploy to make consumers happy. It further serves the purpose of spreading knowledge to people and other businesses, which is a condition needed to inspire others and convince them to take action and ownership. Patagonia believes that partnering with the people making its clothes is vital for the business, the planet, and people, shown in the way it shares information with others (Appendix C128).

Worn Wear.

In relation to Patagonia's products and the idea of environmental sustainability, less consumption, recycling, and the like, it created a department called *Worn Wear*. It has its own social media platforms, but Patagonia did promote it on its @patagonia channels. The Worn Wear concept offers people free repair on their gear (Appendix C47)—regardless of if it is Patagonia or another brand— it is "on a mission to save your clothes from being thrown away" (Appendix D22). Patagonia has furthered the concept of repairing gear to make it last longer, thereby, extending the life cycle (meaning people do not buy new items to replace the old), by refurbishing people's old clothes and sell it to others (Appendix C36). Through fixing what is broken, Patagonia seeks to inspire people to fix things as a way to reduce waste (Appendix C45) and by providing a professional fixing-service Patagonia makes it easier for people to fix their clothing—e.g., jackets in a sustainable way that will actually last long and thereby extend the life of that jacket. Patagonia advertised the Worn Wear truck's tour—with stops such as colleges, as seen in Appendix D22—as is the "Europe tour" (Appendices C60 & C62). As with fair trade, Worn Wear also hosted a debate with a panel that discussed personal activism (Appendix C72). The panel consisted of people with experience in personal and professional activism. This debate could be perceived as inspirational to individuals and business leaders alike, as the panel has experience from being activists in the own lives both private and professionally, so they could contribute to ideas on how and what to do to contribute to changes.

To sum up, Patagonia invested time, energy, and resources in a large palette of initiatives, all working towards a more sustainable world. The brand tried to activate both businesses and individuals. The desire to inspire other businesses to do good in an activist way, rather than using CSR as window dressing, supports the self-proclaimed title of "The Activist Company" and is in line with the statements of wanting to change the industry through fair trade. Marcario published an article on the end of consumerism, in which she addressed some of the issues related to consumption patterns of the twenty-first century. The article talked about how the industry can change through recycling, upcycling, and reuse of materials, but that consumers also must buy in on the suggested new ways of consuming, as their mindsets must also tune in on recycling, upcycling, reuse and such (Appendix A26). It tapped into Patagonia's own Worn Wear concept and the company's aim to always find better ways of using and producing materials.

Coding.

The posts mentioned in this section were coded within the themes social, workplace activism, and environmental activism. Striving to be a sustainable business, Patagonia takes certain measures to accomplish that goal. In the above posts, we identified following codes: volunteerism, human rights, standards, financial security, basic needs, safety net, personal safety, circular economy, climate change, and the data-driven codes: sustainability, sustainable business, and recycle. Through its fair trade program, Patagonia provided standards for working environments abroad, and thereby created a safety net for the workers, who get their basic needs covered, while the salary provided and the money-back program creates financial security among the workers. Thus, Patagonia also seeks to not violate people's human rights. The fair trade and Worn Wear programs, especially, are also consumed with issues regarding climate change and being an environmentally-sustainable business. Patagonia attempts to meet this through limiting harmful waste from production and encouragement for individuals to recycle or repair torn gear.

2018

From January 1, 2018, to December 31, 2018, we identified 371 of Patagonia's social media posts as being brand activism and, thus, categorized them under one or more of Sarkar and Kotler's six activism categories. Most of the posts coded included text; however, Rose Marcario's LinkedIn page was often lacking in original text—i.e., she often only linked to something else, rather than write a post to accompany the link. Of her nine posts in 2018—which all linked to articles—one included a text, one had only a hashtag, one had only a visible link, and six included nothing at all (Appendices A27-A35). We were able to code these caption-less posts by reading the text that appeared in the previews of her linked articles. We should note, these platforms serve different functions, which could have had an influence as to how much and how often Patagonia posted activism-related content. All the social media platforms had posts that were categorized under all six brand activism categories: social activism, legal activism, workplace activism, economic activism, political activism, and environmental activism. Some posts found on the different social media platforms are either identical or similar, in that they contain the same message about the same cause, event, hashtag, etc. Therefore, for the sake of space and time, we will be analyzing these posts in groups, as they have the same coding.

Social Initiatives.

Throughout the year, Patagonia used its platform to talk about social issues such as gender equity in the outdoor industry, Patagonia's own environmental and social initiatives, paid leave, and on-site

childcare. While none of these issues are related to the products of Patagonia, they are related to its role as a business with an employee base.

On January 22, Patagonia shared an article by The Denver Post about gender equity in the outdoor industry, tweeting a quote from the article: "You can't be succeeding in the women's market if it's just guys around the table" (Appendix B8). Later, in February, Patagonia posted a link to a post on its blog—*The Cleanest Line*—on Twitter and Facebook, titled *On Diversity, Equity and Inclusion* (Appendices B33 & C152). On Facebook, Patagonia added, "We can, and should, be doing a lot more to actively engage with individuals and communities who are historically underrepresented in the outdoor community, the environmental movement and our own company" (Appendix C152).

On January 31-February 1, Patagonia posted its 2017 "Environmental & Social Initiatives" booklet on Twitter, Facebook, and Instagram, along with the quote: "We must keep fighting against the endless forces willing to trade the long-term health of our planet for short-term profit" (Appendices B17, C149, & D63). It tweeted about the booklet a second time on the 31st as well, tweeting: "We want to inspire companies and policymakers to make decisions based on the long-term health of their societies, not on the short-term gain of private entities. *(link omitted)*" (Appendix B18). Here, Patagonia is stating that one of its goals is to encourage other companies to do and be better through its own actions—a sign of brand activist behavior.

On February 5, Patagonia tweeted twice about paid leave, where it simultaneously stated what it as a company provides its employees, claimed paid leave proved beneficial for the company, and called on Congress to pass a national plan to provide all workers with paid leave. Both tweets included several of the same hashtags, as shown below. The first tweet read:

> After 25 years of the FMLA [Family and Medical Leave Act], it's time to take the next step. At @patagonia, we proudly provide #paidleave to our employees and call on Congress to pass the #FAMILYAct, which would provide affordable, inclusive paid leave for ALL workers. @NPWF [National Partnership for Women & Families] #FMLA25 #PaidLeaveMeans. (Appendix B26)

The first tweet featured a photo of a man and a child walking hand-in-hand in a Patagonia office, as evidenced by a "Patagonia" sign on the wall. The second tweet read:

> We recognize the millions of caregivers who strengthen our economy. At @patagonia, we've seen the benefits of providing #paidleave to our employees, and we support a national

plan to cover all workers. *(link omitted)* #FAMILYAct #FMLA25 #PaidLeaveMeans.
(Appendix B27)

Interestingly, this is the only time Patagonia posted about paid leave in 2018, and it only posted about it on one social media platform. It did, however, discuss the topic of on-site childcare on both LinkedIn and Twitter multiple times. On April 28, Patagonia tweeted: "Every day should be #TakeYourChildToWorkDay. The business case for on-site childcare: *(link omitted)*" (Appendix B77). This tweet featured the same photo was the one from Appendix B27. In August, Patagonia posted on LinkedIn: "Providing on-site child care to working families is at the heart of a responsible business" (Appendix A8), with a link a post on Patagonia's blog, *The Cleanest Line*. The title of the post is "The Reward of Risk: Building Confidence In Kids" (Appendix A8). On August 28, Patagonia posted on Twitter, Facebook, and Instagram: "Supporting children in taking chances teaches them to guide themselves safely, thoughtfully and confidently. Those are the rewards of risk. *(link omitted)*" (Appendices B138, C194, & D84). While these posts do not specifically mention on-site childcare, the title of the blog post shown in the LinkedIn post provides a connection between on-site childcare and "The Reward of Risk," which were discussed in the 2016 & 2017 section.

Patagonia shared a quote from Marcario on Twitter and Facebook on February 21: "We're living in a time when it's so important for business to drive this new economy, this new view, this aspirational future of business as a force for good" (Appendices B41 & C157). The quote came from a Fast Company article featuring Marcario. In May, Patagonia posted another quote from Marcario, this time on LinkedIn: "Business should be a force for good in the world and should have responsibility to the planet and to the community" (Appendix A2). On July 19, Patagonia tweeted a quote from Alex Weller, Marketing Director Europe for Patagonia: "'You can't reverse into a mission and values through marketing. The organizations that are struggling with this are probably the ones that are thinking about marketing first.' – Alex Weller, Patagonia *(link omitted)*" (Appendix B121). These messages are in line with what Sarkar and Kotler (2018) write about brand activism, that the activist aspect of a company cannot be superficial, but rather, needs to run deep. Similar to, Sarkar and Kotler, Heimans and Timms emphasize that forging change through the brand is founded in values and purpose—the core—of the company and cannot be a department in marketing. In line, Sarkar and Kotler (2018) claimed that CSR is "too slow" in transforming companies around the world, and that, where CSR is marketing-driven and corporate-driven, brand activism is society-driven (pp. 570-581).

Patagonia echoed its abovementioned sentiment in its posts about the *B-Corporation*: "In our time of sustained environmental and social crisis, no business can afford to ignore the effects of its products and operators" (Appendices A9 & B139). In a tweet, Patagonia linked the B-Corp with voting, claiming, "It's not a dollar. It's a ballot," and, "When you buy from, work for and do business with Certified B Corporations, you vote for what you believe in" (Appendix B193). Again, this is in line with the claims of Sarkar and Kotler (2018), and the statement argues that it is not just consumers who have the power to support brand activism-businesses with their actions but employees and business partners as well. Patagonia harnesses the new power forces, as brand activism and new power are rooted in a change of mindsets among individuals, organizations, and societies. Heimans and Timms' argument that people also seek purpose in their careers that match personal values, seem to be a consideration of Patagonia, tapping into Sarkar and Kotler's argument stated above. At the end of the year, Patagonia shared that it had changed its mission statement to one that is "direct, urgent, and crystal clear" (Appendix B204). The company's mission statement is now: "We're in business to save our home planet" (Appendices A17, B204, & C227), and can be found in the bio section of Patagonia's LinkedIn, Twitter, Facebook, and Instagram pages (Appendices A32, B206, C228, & D100). The last tweet of 2018 identified as being brand activism was Patagonia thanking its followers for their "continued support and activism in 2018" (Appendix B205).

We identified these social issues-related posts as being social activism, legal activism, workplace activism, economic activism, political activism, and environmental activism—meaning we identified all six of Sarkar and Kotler's (2018) activism categories in these posts. For social activism, we identified the codes: equality, (anti) discrimination, and healthcare. For legal activism, we identified the codes: equality, (anti) discrimination, and labor laws. These two categories share two overlapping codes—equality and (anti) discrimination. For workplace activism, we identified the codes: governance and structure, as well as the data-driven codes: paid leave and professional parents. Sarkar and Kotler (2018) so not have any family-related codes under their workplace activism category; yet, we found the two often linked in our data. For economic activism, we identified the codes: infrastructure and employment. For political activism, we identified the codes: regulation and legislation. Lastly, for environmental activism, we identified the codes: regulation and conservation. These two categories share one overlapping code—regulation.

Time to Vote.

Patagonia spent a great deal of time encouraging people to vote in the 2018 Midterm Elections. There were several hashtags used in posts regarding voting: *#Election Day*, *#TimeToVote*, *#NationalVoterRegistrationDay*, *#MidtermsMatter*, *#MidTerms2018*, *#LetOurPeopleGoVote*, *#ElectionDay2018*, and *#Voted*. The first mention of voting in 2018 was on April 2, when Patagonia tweeted:

> It is your voice & your vote that are the most important tools we have to remind elected officials that Americans—everyone from sportsmen & women to outdoor enthusiasts, to conservationists & the tribes who have known these lands longer than anyone—want public lands protected. (Appendix B67)

Here, Patagonia introduced one of the most common themes among its voting-related posts: public lands. Working in the best interest of public lands—as evidenced above—is one of Patagonia's top priorities—in line with progressive brand activism where companies work on behalf of the common good. In fact, for the first time in their history, it publicly endorsed two Senate candidates due to their stances on public lands (this will be discussed later in the section).

Patagonia tweeted on June 5, the date of the primary elections for several states, encouraging people to go vote (Appendix B95). On June 14, Patagonia posted on LinkedIn, Twitter, and Facebook: "On Election Day 2016, we closed our doors and paid our employees for the day to go vote. This year, we're doing the same […]" (Appendices A3, B103, & C179), with a link to a LinkedIn article written by Marcario titled *Let Our People Go Vote*. Marcario also shared the article on her LinkedIn page. In the Facebook post, it included the hashtag #LetOurPeopleGoVote, whereas on Twitter, Patagonia opted to create a separate tweet that read: "#LetOurPeopleGoVote: *(link omitted)*. @tim_cook, @BillGates, @elonmusk, @richardbranson, @mtbarra, @JeffBezos, @satyanadella, @REI, @amazon, @netflix, @Walmart, @Airbnb, @thenorthface" (Appendix B104). Here, Patagonia calls out industry leaders and other brands to follow suit and allow their employees time off to vote, which it did again on July 9: "Patagonia will close up shop this Election Day, and it's urging other companies to do the same […] #LetOurPeopleGoVote (Appendix B116). In the preview to the linked article, we can see the opening sentence: "Patagonia's CEO puts it this way: 'No American should have to choose between a paycheck and fulfilling his or her duty as a citizen'" (Appendix B116). Patagonia also shared this article on LinkedIn, asking, "What is the most impactful thing we can do in an election?" (Appendix A5), referring to giving people paid time off to vote. The United States, as discussed previously, has one of the lowest voter

participation rates—as low as 36%—in the developed world (Sarkar & Kotler, 2018, p. 995). As people cite being too busy or having work and life demands as reasons for being unable to vote (2018, p. 995), Patagonia's participation in the Time to Vote initiative is clear sign of brand activism and new power values. Patagonia acts as a movement would—urging for participation in order to forge political change.

The number of election-related posts drops significantly until late-mid-September—about a month and half prior to the midterms on November 6. On September 20, Patagonia posted a poll on Twitter asking, "Does your employer give you #timetovote on Election Day?" (Appendix B147). The results were—out of 852 votes—39% responded "yes," while 61% responded "no" (Appendix B147). On September 23, Patagonia and Marcario posted on all four platforms about a new action to get more people out to vote, using #TimeToVote to connect the various posts (Appendices A11, A33, B149, C200, & D85). On September 24, Patagonia tweeted about how it and over 150 other companies were "making #TimeToVote" (Appendices B150 & B151). In early November, Marcario and Patagonia shared an article titled *Patagonia CEO: Voting in the US is a mess. Business can make it easier* on their respective LinkedIn pages, Twitter, and Facebook (Appendices A14, A34, B183, & C215).

National Voter Registration Day in 2018 was on September 25, and Patagonia posted a great deal of election-related content on this day. On Twitter, they posted another poll, this time asking, "Are you registered to vote? Check your status here: *(link omitted)* #NationalVoterRegistrationDay" (Appendix B152). The results were—out of 1,201 votes—81% responded "yes," while 19% responded "no" (Appendix B152). On the 25th, Patagonia posted a short video of an 18-year-old encouraging watchers to register to vote on Twitter, Facebook, and Instagram (Patagonia, Twitter, Facebook, Instagram, 2018; Appendix B153, C201, & D86). Yvon Chouinard made a video explaining how few registered voters voted in the last midterm election and rallying people to go vote in November, which was posted on October 11 (Patagonia, LinkedIn, Twitter, Facebook, Instagram, 2018). Along with the video on LinkedIn and Twitter, it added, "Patagonia founder Yvon Chouinard reminds you that democracy requires showing up. On November 6, #MidtermsMatter — *(linked omitted)*" (Appendices A12 & B157), and on Facebook and Instagram, it posted: "Patagonia founder Yvon Chouinard reminds you that democracy requires showing up. This is our opportunity to elect leaders who listen, and who will make a difference in determining the future of our social and environmental policy for years to come. On November 6, #MidtermsMatter," along with a link to check voter registration, find a polling place, and make a

voting plan (Appendices C203 & D87). On October 20, Patagonia tweeted a quote from Marcario: "'It's about standing up for the millions of Americans who want to see wild places protected for generations.' – CEO Rose Marcario #MidtermsMatter #Midterms2018" (Appendix B175). Chouinard, as the founder of Patagonia, received a great deal of "screen-time," while Marcario, the CEO, appeared in no videos; though, Patagonia did link to articles both featuring her and written by her, often sharing quotes from her.

From October 19 to November 2, Patagonia posted videos of six different individuals urging people to vote. Every video featured someone who was well-involved with the environment and environmental causes—most of whom depend on the environment for their livelihoods. On October 19, Patagonia posted a video of Jeremy Jones—a professional snowboarder and founder of Protect Our Winters (POW) (Appendices B162, B169, B170, C208, & D90). Similarly, on October 24, Patagonia posted a video of Hilary Hutcheson—fly fishing guide and Montana fly shop owner (Appendices B177, C210, & D91); on October 25, it posted a video of Ryan Callaghan—a hunter and conservationist (Appendices B179, C212, & D92); on October 28, it posted two separate self-filmed videos of Caroline Gleich—professional skier and activist—and Tommy Caldwell—professional climber (Appendices B180 & D93); and lastly, on November 1, it shared a video of Robbie Bond—founder of Kids Speak for Parks, and a kid too young to vote himself (Appendices, B181, C214, & D94). On Election Day—November 6, 2018—Patagonia posted several times, but only on Twitter and Facebook. First, it posted simply: "Vote. #Midterms2018," (Appendices B186, B187, B188, & C217). Then, it posted: "It's #ElectionDay2018, Go Vote. Show us #Voted in the comments," and a photo that reads, "It's Election Day, Go Vote: Our democracy depends on all of us showing up, and our planet depends on leaders who will protect it. If you haven't already voted, get to the polls today" (Appendix B189 & C216). Although Patagonia does a great deal of frontrunning itself, using ambassadors to whom the elections are important creates a familiarization between the follower and the respective ambassador. The personalization supports Patagonia's own effort in brand activism and taps into the new power notion of the crowd challenging political leadership through gathering for a specific cause, which, in this case, is characterized as voter participation and opportunity as well as voting for the environment.

Senate endorsements.

Patagonia, for the first time, endorsed two Senate candidates in 2018, and encouraged people to "elect leaders who listen" (Appendix A13). On October 19, it retweeted a tweet from the Washington Post, which read, "The Energy 202: In what may be a first, Patagonia endorses two

Senate candidates *(link omitted),*" adding "#Midterms2018" to their retweet (Appendix B161). On the same day, it did the same thing ten more times—retweeting a post covering their endorsements and adding a bit of their own text (Appendices B163-B168 & B171-B174). In one of the retweets, Patagonia added the abovementioned Marcario quote: "it's about standing up for the millions of Americans who want to see wild places protected for future generations. #MidtermsMatter #Midterms2018" (Appendix B164). In another, it added, "'Reflecting its commitment to the protection of public lands and waters, the company is endorsing Democratic candidate Jackie Rosen in Nevada and incumbent Senator Jon Tester (D-MT) [Democrat-Montana]' #MidtermsMatter #Midterms2018" (Appendix B167). Here, Patagonia specifically mentioned who the two Senate candidates were and which respective state they belonged to.

Outside Magazine, on October 19, tweeted, "In what might a first for any American company, @patagonia is endorsing two Senate candidates in Nevada and Montana. *(link omitted),*" which Patagonia retweeted, adding, "'We cannot give up an inch of protected land on our watch. Not an inch.' – CEO Rose Marcario #MidtermsMatter #Midterms2018" (Appendix 168). Here, we find out that not only is this a first for Patagonia, but it may be a first for any American company ever, putting Patagonia at the forefront of a potential shift in how companies engage with politics. On October 23-24, Patagonia posted about public lands in Nevada and Montana, about how, in some states, public lands are becoming a partisan issue (Appendix B176, B178, & C209). On November 5, Patagonia again tweeted their support for Jon Tester and Jacky Rosen (Appendix B184 & B185). In addition to posting about the candidates they endorsed, Patagonia also brought attention to eight other Senate races where those who "love the outdoors […] can make a difference" (Appendix B182). The endorsement of Senate candidates who will work for the environment and preservation of public lands proves that Patagonia is deeply invested through purpose and that it is not window dressing for marketing purposes, but rather, acting according to the core ideas about organizations in new power and brand activism.

Hunters & treehuggers.

On April 17, Patagonia tweeted a quote from founder Yvon Chouinard: "'They say that hunters and treehuggers can't get together. That's bullshit. The only way we're going to get anything done is to work together.' – Yvon Chouinard @TheGearJunkie: *(link omitted)*" (Appendix B71). This question, "Who says hunters and treehuggers can't get along," appears in numerous posts across all the social media platforms throughout 2018. On July 24, Patagonia posted calling on both hunters and treehuggers to use their votes to elect people who will act on behalf of public lands, of the

environment (Appendix A6, B123, B124, C188). On September 17, Patagonia shared an article by Field and Stream, writing, "As the fight for our federal public lands intensifies, two very different business owners with different customer bases, come together for the sake of American hunters, anglers, and our sporting heritage" (Appendices A10, B146, & C198). One month later, on October 17, Patagonia retweeted a tweet by Outside Magazine: "'This call might sound like kumbaya bullshit unless you consider a couple of well-known case studies that demonstrate the power of unity.' *(link omitted),*" (Appendix B160), with a link to an article calling for hikers to stop "hating on hunters" (Rinella, 2018). Patagonia added: "There's never been a more important time for hunters and anglers and the outdoor-recreation community to come together for conservation" (Appendix B160). Patagonia, led by Chouinard, spent a deal of effort trying to bring together these two very different types of people, who are both invested in the environment and environmental causes, to vote for their common interest. The power of communities is a new power value— believing that together communities can support each other and possibly forge change if needed. In this section, we analyzed examples of Patagonia reaching out for relevant communities as well as gathering people in new communities and promoting community participation. This will be elaborated further upon in the Answer with Action section.

Coding.

We identified these midterms-related posts as being primarily political activism and environmental activism; however, we also identified social activism and workplace activism. For political activism, we identified the codes: legislation, voter rights, and democracy. In the U.S., election days are not public holidays, meaning people might not have the time to go vote; thus, when Patagonia posted about companies providing employees with time off to vote, we coded this as voter rights. Democracy is a broad code, covering anything having to do with the U.S. government, and thus, was identified in most political posts. For environmental activism, we identified the codes: conservation and public lands. The environment was the primary reason Patagonia involved itself in politics, and it often advised its social media followers to vote based on candidates' stances on the environment. For workplace activism, we identified the code: governance, as Patagonia called for companies to allow their employees time off to vote. Social activism as described by Sarkar and Kotler (2018)—"areas such as equality and societal and community issues"—was identified, as the *right* to vote should include the *ability* to vote, and if people do not have the ability to vote, it could be considered an inequality. Several of the election-related posts were regarding *Time To Vote*—a coalition of over 150 companies created to increase voter turnout—which Sarkar and Kotler (2018)

mention in their book on brand activism, specifically identifying it as a form of political brand activism.

Answer with Action.

One of the most popular hashtags used by Patagonia on social media in 2018 was *#AnswerWithAction*. Unlike the previous hashtags, #AnswerWithAction is not connected to a specific cause or event. Rather, this hashtag is connected to *Patagonia Action Works*, Patagonia's digital platform used to connect individuals with environmental action groups (Appendices B28-B31, B36, B72, B76, B88, B131, B137, B156, C151, C154, C182, C186, C190, C191, C202, D64, D65, & D80), and was used to bring attention to panels being held across the country (Appendices B34, B35, B42, B46, B53, C153, C158, & C160), as well as a method to rally individuals to call for change (Appendices B64, B73, B94, B140, B143, C182, C186, C195, C197, C219, C225, & D80).

On February 20, shortly after the launch of the digital platform, Patagonia described Action Works as "'kind of a dating service site' for connecting individuals with grassroots conservation and environmental organizations" (Appendix B29). The only parts Patagonia plays are that of matchmaker and financer, for the grassroots conservation and environmental organizations are grantees of Patagonia, as explained in the Patagonia subsection in the Methodology section. Action Works is not a part of Patagonia's business in that it does not provide a service to earn a profit. It is, however, part of its business on a large scale, as Patagonia claims that it is only in business because of nature and it can only stay in business if nature continues to live and thrive (Appendix B12).

The Patagonia Action Works posts were both broad and narrow in their subject matters; in other words, some of the posts simply explained what the objective of Patagonia Action Works is, while others mentioned specific grantees people could connect with. On February 7, Patagonia posted: "Patagonia Action Works: Sign up. Show up. Take Action." (Appendices B28, C151, & D64), followed by a link to learn more and the hashtag #AnswerWithAction. This is a broader post, with little information about specific causes or environmental groups. Additionally, CEO Rose Marcario posted an article on her personal LinkedIn page, with the title: "Answer with Action— There Is No Time to Waste" (Appendix A30). Following the initial post on Twitter on February 7, Patagonia tweeted about Patagonia Action Works three more times on the same day in the same broad tone (Appendices B29, B30, & B31). The purpose of these posts was to get people to click on the link and find an environmental group or cause to support.

Conversely, in June, Patagonia posted specifically about its grantees Alaska Wilderness League and Washington Wild (Appendices B110, B114, C182, & D80). In these posts, Patagonia

named a specific grantee and stated what they do, how they do it, and how individuals can get involved with their work. Another example is, on July 9, Patagonia posted: "Join Patagonia grantee Park County Environmental Council in supporting the Yellowstone Gateway Protection Act, an invaluable measure to permanently safeguarding Yellowstone's northern gateway from industrial gold mining. #AnswerWithAction" (Appendix C184). For Alaska Wilderness League, Washington Wild, Park County Environmental Council, and other grantees mentioned in social media posts of Patagonia, the company is providing both financial support as well as access to a, presumably, different and/or greater audience, allowing their message to reach individuals it might not have reached otherwise. Patagonia sought to gather people in communities working towards a shared goal for the environment, which is a new power value currently observed to be spreading throughout society—the power of community—and Patagonia can, through its brand activism efforts help to provide opportunities for individuals to be engaged in activism and community work.

On February 14, Patagonia posted on Twitter: "Supporting grassroots environmental activism is good for the planet and for business," with photo of a sign reading: "If you're not outraged, you're not paying attention (Appendix B37). It was, however, not accompanied by #AnswerWithAction, nor does mention of Action Works appear. While there is no specific link to Patagonia Action Works, talk of supporting grassroots environmental activism is an indicator that it could still be relevant. Further, Marcario's previously-mentioned post from her LinkedIn page had the same photo—and there, the words "Answer with Action" do appear (Appendix A30). What this tells us is, while hashtags are a useful tool in connecting different posts to the same cause, it is not a given that they will always be utilized, and there could be more posts that are not so obviously relevant. Another example of this is when Patagonia tweeted on November 13: "As early as December, the wild Arctic National Wildlife Refuge could be changed forever. Speak Up Now for America's Arctic: *(link omitted)*" (Appendix B191). They then posted the same text on Facebook two days later (Appendix C219). While other mentions of the Arctic Refuge include "#AnswerWithAction," these two posts do not.

Patagonia posted on Twitter in early-January: "Trump to Seek Biggest Offshore Drilling Increase in Decades – @bpolitics: *(link omitted)*" (Appendix B2), and on February 27: "The Trump administration should heed the public call to protect our ocean waters and turn back from this reckless, unnecessary expansion of offshore drilling. Take action @Surfrider – *(link omitted)* #DefendOurCoasts" (Appendix B43). Then again, on March 9, Patagonia posted about offshore drilling, encouraging followers to submit their own comments in opposition (Appendices B47,

C161, & D66). On Instagram, it posted: "Head to our profile link to submit your comment to the Bureau of Ocean Energy Management opposing the proposed Outer Continental Shelf Oil and Gas Leasing Program. Today is the last day for public comment" (Appendix D66). These posts included a photo reading: "Stop New Offshore Drilling: The president and Department of the Interior announced plans to open almost all U.S. waters to new offshore drilling. Offshore drilling is a dirty and destructive business that will harm our oceans, marine life and coastal communities" (Appendices B47, C161, & D66). In these posts, Patagonia called out Trump and his administration, while simultaneously providing individuals with the tools to engage and make their voices heard. Similarly, on May 14, Patagonia called out the Department of the Interior on Twitter for their plans to lease the coastal plain of Alaska's Arctic Refuge to oil and gas companies, and asked its followers to answer with action (Appendix B83).

In May, Patagonia posted about another grantee: The Boundary Waters (Appendix B86). On the 31st, Patagonia posted: "We are proud to stand with @SportsmenBWCA and other conservation partners to defend America's most visited Wilderness and Minnesota's outdoor heritage for future generations. Defend the BWCA: *(link omitted)* (Appendix B93). This is a rare occurrence of Patagonia posting about one of its grantees without explicitly stating they are a grantee, using the #AnswerWithAction hashtag, or even mentioning Patagonia Action Works. In mid-July, Patagonia posted its grantee Grand Canyon Trust: "The 20-year ban on new uranium mines near the Grand Canyon is in danger of being overturned by the current administration. Help defend our public lands with Patagonia grantee Grand Canyon Trust. #AnswerWithAction" (Appendix B120 & C186). In these posts, Patagonia connected Action Works to the issue of "The President Is Stealing Your Land" and public lands—which we will discuss in the next subsection—again, bringing Trump into the discourse.

We identified these Action Works-related posts as workplace activism, political activism, and environmental activism. For workplace activism, we identified the code: volunteerism. For political activism, we identified the codes: democracy and lobbying. Lastly, for environmental activism, we identified the codes: conservation, preserving the commons, and public lands. For some of the posts, it was difficult to code the environmental activism category further, as they did not explicitly state what type of work the environmentalist groups were doing; thus, we were unable to determine if all or only some of the codes are applicable.

The President Is Stealing Your Land.

"Patagonia is fighting to protect public lands and waters because the ability to explore them is why our company was created and working to protect them is why we are still in business," Rose Marcario (Appendix B12 & C146). Marcario and Patagonia use their platform to bring attention to environmental issues by stating how protecting the environment is important for their business—a prime example of brand activism in practice. Several of Marcario's posts on LinkedIn in 2018 were directly about or related to Donald Trump. Twice, she posted about how Patagonia is suing Trump—which they are doing in an attempt to "prevent the largest elimination of protected land in American history" (Appendices A27 & A28)—and once she posted a link to "3 Things to Do If You Don't Like the President Stealing Your Land" (Appendix A29). While these are all examples of brand activism, they play opposite roles: the two first posts are about what Patagonia itself is doing about the problem, whereas the third post is about what individuals can do about the problem.

We should note, the second post about suing Trump was a repost of Marcario's first post about suing Trump. It is, arguably, an odd post, and it is difficult for us to know whether it was reposted intentionally or accidentally, as we cannot see when precisely the two posts were published—all we can see is both were posted about a year prior to when the data was collected. The first post's text read: "This is the largest elimination of protected land in American history" (Appendix 31), while the second post did not have any new text (Appendix 32). As Marcario does not frequently post on LinkedIn—with only 18 posts over the past two years—it could be presumed that the second post was reposted on purpose, perhaps in order to bring further attention to the matter; in fact, the repost saw more engagement than the original post (Appendices A27 & A28).

The official social media accounts of Patagonia also covered the "The President is Stealing Your Land" topic. The first tweet regarding Trump and public lands in 2018 was on January 9, when Patagonia shared an article about the company set to make a fortune from oil and gas leases under the Trump administration (Appendix B3). The following day, Patagonia tweeted that "the shrinking of Monuments comes at the expense of the American sportsmen and [sports]women," (Appendix B4). In late-January, Patagonia, like Marcario, posted "3 Things to Do If You Don't Like the President Stealing Your Land," along with a photo of nature, on which appeared the text: "If you believe that public lands should remain public, you have to fight for it" (Appendix B11). This photo also appeared in Marcario's post on LinkedIn and in a post on Facebook. Patagonia quoted Marcario: "Patagonia is fighting to protect public lands and waters because the ability to explore them is why our company was created and working to protect them is why we are still in

business" (Appendix B12). In this quote, Marcario and Patagonia linked the environment with the company, claiming they would go out of business if, for example, people could no longer spend time in nature.

In early-February, Patagonia tweeted regarding the Bears Ears and Grand Staircase national monuments, stating they were to be opened to mining by Trump (Appendix B24). On the same day, they posted: "Today, on February 2, 2018, is the first day Bears Ears and Grand Staircase-Escalante National Monuments will be open for business for the extractive industries. Here is a 250-mile relay in support of the protection of Bears Ears and Grand Staircase-Escalante" (Appendices B25 & C150). Patagonia continued to post about the national monuments, while simultaneously calling out Trump and his administration (Appendices B32 & C185). The discussion briefly diverted from Trump to another politician—Republican Utah Senator Mike Lee, who Patagonia called out for his involvement with the shrinking of the national monuments in Utah (Appendix B119).

Not only does Patagonia tell its followers that the president is stealing their land, but also that "he has lied to you." In late-March, Patagonia posted: "You Were Lied To. It Was Always About Oil, Coal, Gas and Uranium" (Appendices B65 & C167). In April, Patagonia shared that the company was suing Trump and others involved in the decision to shrink the national monuments (Appendix B68 & B81). On the same day, Patagonia posted on Facebook: "Since 1985, we have given away some $90 million to environmental causes. Patagonia is an activist company and we will continue to fight" (Appendix C172). An "Answer with Action" element was added to the Facebook post, as they wrote about how much money they have the donated over the past 20+ years, much, if not all, of which went to Patagonia's grantees. Adding how much the company has given away over the years also highlights just how much Patagonia has done for the environment. Interestingly, Patagonia does not—from what we have gathered from the collected data—directly ask its followers to donate money, just their time, skills, and/or signature. There was only instance in our collected data where Patagonia asked for donations; however, it was to support *Americares*, which was asking for donations in the aftermaths of Hurricane Harvey (Appendix C110). Patagonia linked directly to Americares, so it never received any donations itself.

Patagonia continued to post about Trump and public lands throughout the summer (Appendix B129). In August, they called out Ryan Zinke, then-Secretary of the Interior. "Remember when we said 'The President Stole Your Land'? Hear it from Zinke's lips: They plan to sell to the highest bidder (Appendix B133). Patagonia spoke out against Zinke, again, on August 23, tweeting: "More proof that Ryan Zinke is an industry stooge who misled and lied to the

American public: *(link omitted)*" (Appendix B136), and then again in November, with the quote: "All the new administration was interested in was their checklist for dismantling regulations and weakening environmental and land use protections" (Appendix B190). During his time in the Interior, Zinke had multiple allegations of misconduct in office against him—he resigned in December 2018 after two years in the position (Rott & Van Sant, 2018). While we do not know the exact reason(s) Zinke resigned, it could be presumed the public pressure from Patagonia and like-minded entities might have had an influence on his decision.

In line with its abovementioned tendency to donate money to environmental groups, Patagonia, in November, announced it was going to donate the $10 million tax cut it received from the Trump administration's tax reform, which he signed into law the previous year. On all of Patagonia's official social media platforms, it posted: "We're giving our $10 million tax cut back to the planet" (Appendices A16, B198, C223, & D97), with a link to an article on LinkedIn written by CEO Rose Marcario. Marcario posted a link to the article on her LinkedIn page as well, sans any original text (Appendix A35). On the Facebook and two LinkedIn posts, we could see the title of the article, "Our Urgent Gift to the Planet" (Appendices A16, A35, & C223), while on Facebook only could we see the first part of the opening sentence: "Based on last year's irresponsible tax cut, Patagonia…" (Appendix C223). By looking at the all the other posts aside from the Facebook one, viewers might not understand that Patagonia donated its $10 million tax cut in an act of opposition of Trump. Donating money to environmental causes is not new for Patagonia, as evidence above, so this donation might not have come as a surprise to the followers of Patagonia. Only Facebook gives the viewer an indication—without having to actually click on the link and read the article—that Patagonia does not agree with Trump's tax reform.

We coded the Trump and public lands-related posts within legal activism, political activism, and environmental activism. For legal activism, we identified the code: courts. For political activism, we identified the codes: democracy, legislation, and government services. Lastly, for environmental activism, we identified the codes: conservation, preserving the commons, public lands, and rights of nature. We identified the data-driven code *financial activism*, which does not fit into just one of the six categories. Patagonia donated a large sum of money given to it by the Trump administration to environmental groups fighting against the actions of the Trump administration, meaning it could be construed as economic activism, political activism, or environmental activism.

International Activism

While we originally aimed to focus solely on the United States, Patagonia used its social media platforms a great deal to draw attention to environmental issues in other parts of the world. As international boundaries are different from what they once were due, in part, to the internet—i.e., a person in the U.S. can sign a digital petition regarding an issue on the other side of the world—we have decided to analyze the international topics for the purpose of this thesis.

Blue Heart.

Patagonia posted a great deal about Blue Heart—using the hashtags *#thedamtruth* and *#savetheblueheart*—and asked followers to sign a petition to get international banks to "stop investing in the destruction of Europe's last wild rivers" (Appendices B54, B56, B66, C162, C164, C168, D67, D68, & D70). With a total of 40 posts regarding the issue, Blue Heart was one of the most popular topics posted about by Patagonia in 2018 (Appendices B58, B59, C166, & D69). In April alone, Patagonia posted about Blue Heart 14 times across their various platforms. On April 9, Patagonia asked, "What would you do to protect the last healthy rivers in your own backyard? Our new film Blue Heart by Farm League documents local activists in the Balkans fighting to save their rivers—the last pristine, free-flowing waterways in Europe. *(link omitted)*" (Appendices B69, C169, & D71). The post on Facebook included a link to sign the abovementioned petition and was the only post to do so (Appendix C169). Patagonia posted several more times (Appendices B70, B74, C170, D72 & D73) before posting the last Blue Heart-related posts in April on the 27th. Patagonia posted: "Tomorrow our new film Blue Heart will premiere on the Idbar Dam in Bosnia and Herzegovina, where Croatian muralist and photographer Luka Tomac has been fighting hydropower with this installation. […] #SaveTheBlueHeart" (Appendices B78, C171, & D74). Following the premiere announcement, the frequency and number of posts about Blue Heart decreased significantly; however, they still posted to tell or remind people to watch the film. On May 8, Patagonia posted about the brave women of Kruščica, Bosnia and Herzegovina, who were guarding their river night and day, protecting their community's only source of fresh water (Appendices B82, C173, & D75). Again, the Facebook post was the only one to include a link to "sign the petition" (Appendix C173).

The next time Patagonia posted about Blue Heart was on June 15, when they posted an update telling their followers:

> Today we are celebrating a big win on the Kruščica river in Bosnia and Herzegovina, where
> the dam building process has been halted. "We are happy that the court has decided to annul

the environmental permit. The international attention has definitely increased the pressure and contributed to this decision," says Tahira Mika Tibold, a leader of the local community. "However, while we celebrate this victory, we will continue to defend the bridge, as we know there is still a long way to go in protecting our river and community from dam investors." On June 20, we are hand-delivering your signatures in London to a key financial player, the European Bank for Reconstruction and Development, to stop the onslaught of devastating hydropower dams in the Balkans. Sign the petition now. #savetheblueheart #thedamtruth. (Appendices B105, B106, B107, B108, C180, & D79)

Here is an example of the efforts of Patagonia's brand activism paying off—they managed to help halt the dam building process. Still, like Tibold and others in the community, Patagonia continues to work on the cause, collecting more signatures and promising to hand-deliver them to the European Bank for Reconstruction and Development in London, England, despite being an American company based in Ventura, California. They, again, post about the petition on June 18, where they asked followers one last time to sign it (Appendix B109), and on June 21, where they stated, "120,000 of your signatures were delivered to the European Bank for Reconstruction and Development yesterday. Thank you for rallying with us against the irreversible destruction of Europe's last wild rivers. #savetheblueplanet #thedamtruth" (Appendix B111).

When the film became available on iTunes in August, Patagonia took to Twitter, Facebook, and Instagram to share the news (Appendices B135, C193 & D83). On November 28, Patagonia tweeted: "New report proves that three quarters of rivers in the Balkans are crucial for life support systems for the entire ecosystem and should be totally off limits for hydropower: *(link omitted)* #savetheblueheart" (Appendix B197). When the EU Parliament warned Balkan countries to stop dirt dams, Patagonia went to Twitter to share the news, posting twice on December 7: "Hope for the Blue Heart! The EU Parliament has warned Balkan countries to stop dirty dams – urging the @EBRD [European Bank of Reconstruction and Development] and @EIB [European Investment Bank] to review their support. And an EU watchdog just called on the Albanian Government to halt the hydro dams on the Vjosa River: *(link omitted)* (Appendices B200 & B201). Here, Patagonia, again, took to social media to share positive news about a cause it is involved in, ensuring followers are kept up to date with the happenings regarding said cause.

Takayna.

Takayna is a documentary film on the Tarkine region of northwestern Tasmania, home to one of the last undisturbed tracts of Gondwanan rainforest in the world, which remains under threat by the

logging industry. Patagonia frequently used the hashtag "#Takayna" in its posts about the documentary and the Tarkine region. Its first posts were on May 22: "'Nature is a salve for our souls. We owe it to everyone who comes after us and ourselves, to protect what little is left of wild nature.' #Takayna" (Appendices B89 & C174). Later, Patagonia posed the question: "What if running could save a rainforest? #Takayna" (Appendices B91, C176, & D76), and shared a trailer for the film (Appendix B92). On June 6-7, they posted about it again: "There was no preamble. No warning. Forest and then nothing. #Takayna in northwestern Tasmania is home to one of the last undisturbed tracts of ancient rainforest in the world, and one of the highest concentrations of Aboriginal archeology in the southern hemisphere," with a link to an entry on Patagonia's blog, The Cleanest Line (Appendices B96, C177, & D77).

From the June 8 posts on Facebook and Instagram, Patagonia's followers learned more about what the film entails:

> The Tarkine region of northwestern Tasmania is home to one of the last undisturbed tracts of Gondwanan rainforest in the world, yet it remains under threat from an entrenched and destructive logging industry. Our new film #takayna, weaves together the narratives of activists, a trail running doctor and the Aboriginal community to unpack the complexities of conservation and challenge us to consider the importance of our last truly wild places. See the entire film now at patagonia.com (profile link) and @PrimeVideo *(link omitted)*.
> (Appendices C178 & D78)

Patagonia continued to post telling its followers to watch the documentary (Appendices B98, B100, B101, & B115) as well as telling them more about the coastline of takayna and west coast of lutruwita (Tasmania) (Appendices B122, C187, & D81).

In November, Patagonia posted about a petition supporting World Heritage protection for takayna. They posted on Twitter and Facebook: "Next week, the Bob Brown Foundation and Patagonia will be delivering petitions to the Tasmanian state government in Hobart. Sign the petition now to join over 200,000 voices in support of World Heritage protection for takayna/Tarkine: *(link omitted)*" (Appendices B192 & C220). While *Blue Heart* and *takayna* are similar in that they both were areas that needed protection, they both has documentaries made about them, and they both received social media coverage from Patagonia, the company posted about the two causes in different ways. Takayna did not receive the same amount of coverage, nor did the posts provide the same amount of information. There were several posts about the takayna documentary that simply told followers to "see the film," while some posts following the premiere

of Blue Heart included information about the local women supporting the cause. As we are not working with Patagonia on this thesis, we cannot know why there is this discrepancy; though, it is an interesting observation, as both are cases of brand activism, yet they have not been approached identically.

Chilean National Parks.

On January 29, Kristine Tompkins of Tompkins Conservation and Chile's President Michelle Bachelet signed a declaration to add Patagonia National Park and Pumalín National Park to the Chilean national park system (Appendix D62). Patagonia posted about the news on Twitter, Facebook, and Instagram, sharing several photos of the nature and wildlife of the two national parks as well as information on what the signing of this declaration meant (Appendices B13-B16, C148, & D62). The donations were part of a 10-million-acre addition to Chile's national park system, which added five new parks and expanded three existing ones. Approximately one million acres came from Tompkins Conservation, while the other nine million acres were federal land from Chile. Patagonia further wrote, the national parks will safeguard Patagonia's wilderness, help the economy in southern Chile, and welcome domestic and international tourists alike. Patagonia applauded the deal, stating "This is an unprecedented victory for conservation that's been in the making for more than 25 years and cements Chile as a global leader in conservation (Appendices B13-B16, C148, & D62).

On February 1, Patagonia shared an article by The New York Times about Tompkins Conservation's donations, tweeting: "Tompkins Conservation donated roughly 1M acres of privately assembled conservation land to Chile for national parks; the largest-ever expansion of a national park system prompted by a donation of private land" (Appendix B23). Included in the tweet was a map of South America pinpointing "completed projects" and "projects underway or planned" (Appendix B23). On the 20th, Patagonia shared another article by The New York Times: "With 10 Million Acres in Patagonia, a National Park System Is Born" (Appendix B40). Patagonia tweeted about the Chilean national parks again on March 26: "'The one million acres given by the Tompkins Conservation, combined with nine million acres of federal land donated by the government, will expand Chile's national parklands by 10 million acres, a 38.5% increase.' *(link omitted)*" (Appendix B61). While Patagonia had nothing to do with the expansion of the Chilean national park system, it used its platform to share the news and applaud the Tompkins Conservation and Chilean government for act of conservation. Patagonia showcased how it utilizes the same channels and efforts in cases that are not based in the U.S. It acted as an environmental and social

justice activist through its brand, and the variety of cases and locations prove that the purpose is deeply rooted—as is stated it must be when embracing new power values and acting as a brand activist.

Coding.

In line with the 2016-2017 "Supporting the World" analysis, Patagonia has continued to show signs of caring about environments worldwide. We identified posts within the themes as legal activism, political activism, and environmental activism. For legal activism, we identified the code: courts. For political activism, we identified the codes: legislation and regulation. For environmental activism, we identified the codes: preserving the commons, conservation, and public lands.

Sustainable Materials and Techniques.

Patagonia, as will be evidenced below, does not encourage excessive consumerism, in that it encourages and helps its customers to extend the lifecycle of its products. In January 2018, the company tweeted: "As far as warranty if you are not satisfied with one of our products at the time you receive it, or if one of our products doesn't perform to your satisfaction, return it to us for a repair/replacement/refund. Damage due to wear and tear will be repaired at a reasonable charge" (Appendix B7). There were numerous posts regarding recycling, upcycling, creating and using more sustainable materials, etc., so we decided to gather these posts into one section, with several subsections to organize the topics.

Worn Wear.

The first Worn Wear-related posts in 2018 were on February 15: "We love fixing gear that's been worn into near oblivion by our customers. It means we did our job (build beautiful product for years of hard use) and you did yours (play like hell). *(link omitted)*" (Appendix B38). On Facebook, Patagonia posted: "Welcome to Patagonia's Repair Center, where we'll do just about anything to keep your gear in play," (Appendix C155), with a link to a post on The Cleanest Line. On May 20: "Summer road trips are right around the corner. Save a few bucks by picking up used gear. *(link omitted)*" (Appendix B87). On June 11, it tweeted an article by Surfer.com, adding: "We'll fix your wetsuit, just make sure it's dry. Check the #WornWear summer tour dates @Surfer:" (Appendix B99). In July, Patagonia posted in LinkedIn: "Broken zippers, rips and holes, wear and tear. Find out why we see endless potential in worn-in clothing" (Appendix A7). While there is no specific mention of Worn Wear in the text, there are Worn Wear patches in the accompanying photo (Appendix A7). On August 9, it tweeted: "Our mobile repair truck, Delia, just finished up our first

ever wetsuit repair tour. See what else we've been up to on wornwear.com," and a photo of Delia (Appendix B130).

There were several posts regarding children's gear related to Worn Wear, but without specific mention of it. Instead, the posts spoke of wearing the gear, repairing it when damaged, and handing it down when the kids grew out of it (Appendices B196, C218, C222, D95, & D96). The final 2018 Instagram post we identified as being brand activism was about Worn Wear. Posted on December 17, it claimed, "used is sustainable" and told followers to visit the Worn Wear Instagram account (@wornwear) or website to learn more (Appendix D99), directing traffic to the Patagonia-run account dedicated to second-hand clothing. Worn Wear further taps into the increasing desire for collaboration, sharing, and recycling/reusing, central in new power.

Workwear.

On March 18, Patagonia tweeted a short video and the text: "Working from sunup to sundown comes naturally to seventh-generation farmer Heather Darby. Take a look at the perpetual motion required to be both a research agronomist and the backbone of a certified organic family farm: *(link omitted)*" (Appendix B55). Later, on March 23, Patagonia posted on Facebook: "To build lighter and tougher workwear for warm weather, we started with industrial hemp. *(link omitted)*" (Appendix C165), with several photos of women working on a farmer. One of the women is Heather Darby, which we know because she appears in the video tweeted earlier in the same outfit. Additionally, the links included in the two posts are the same, both leading to a Patagonia webpage about their Workwear.

On August 3, Patagonia tweeted: "Why build what won't last? To build the most durable work denim possible, we wove organic cotton with Dyneema, an advanced fiber that's light enough to float on water but 15x stronger than steel" (Appendix B126). Later in August, Patagonia introduced followers to *Grown in Tennessee*, referring to the indigo used as an alternative to the synthetic dyes used for most jeans and grown by family members in Tennessee. Patagonia uses the indigo to dye their Workwear denim (Appendix B128 & C189). On August 16, Patagonia posted: "[…] The crop restores soil, requires no chemical pest control and is helping American family farmers keep their land in profitable production. Learn more about natural indigo and our new Steel Forge workwear denim through the link in our profile" (Appendix B132, C192, & D82). In its Grown in Tennessee posts, Patagonia makes a point to always mention that the farmers growing the indigo are family members. Additionally, "Grown in Tennessee" is another way of saying "Grown in America," or locally. "Local" has become an important term for consumers worldwide, and local

products—whether food or design—are highly valued. For many consumers, supporting locally-produced items is equal to supporting local (business) communities, as they provide local jobs. Local production can also be beneficial to the environment, as products are not transported around the world, leading to harmful pollution.

Micro Puff.

There are a number of well-covered topics by Patagonia—and featured in this thesis—yet its own various products do not receive the same amount of attention and coverage as the environmental issues about which it posts. Micro Puff is Patagonia's "down" jacket made with synthetic insulation, PlumaFill. On January 22, it tweeted: "'We've been working with PlumaFill for ten years, but it has taken us this long to figure out how to match down's capabilities.' #MicroPuff and the next generation of synthetic down at @outsidemagazine: *(link omitted)*" (Appendix B10). On February 1, it tweeted twice: "10 years of development. 4 years of field testing. 120 hours to make the first prototype. It all adds up to nothing. Learn more about the #MicroPuff: *(link omitted)*," with two short clips of the jacket in action (Appendix B19 & B20). The "nothing" here refers to the lightness of the jacket. They also tweeted: "Our field testers took the #MicroPuff all kinds of places. Learn more: *(link omitted)*," with photos of people in dramatic landscapes wearing the jacket as well as a photo of a man in the early steps of making a jacket (Appendix B22). On the same day, Patagonia tweeted a review by Gripped Magazine, quoting the article: "The #MicroPuff is unrivaled when it comes to weight and warmth." (Appendix B21). Micro Puff is one of the products Patagonia actively promoted on their social media platforms, though much of the message regarding Micro Puff focused on the innovation and sustainability aspects—i.e., how much work and effort it took to create this new technology that would render the use of goose and duck feathers unnecessary—as opposed to, for example, the look, assortment, price, etc. of the product. Patagonia acted as an activist by sharing its own story on working towards better material, thereby, helping to solve such issues related to sustainability, which could inspire other businesses to also invest in innovative materials and production.

Circular economy.

There were a number of posts about Patagonia's various innovative and sustainable products—sustainable in that they are made (in part) using recycled materials. As mentioned above, Patagonia did not spend a great deal of time posting about specific products. Instead, the company would often post once or twice about a product, and the primary focus of the message was on what the

product(s) was made out of and how it was produced. Despite not posting often about the respective products, Patagonia still used hashtags in its posts—a method to engage followers/customers.

On January 2, Patagonia tweeted: "#RecycledCashmere: from factory scraps to sweaters. See more: *(link omitted)*" (Appendix B1). In late-March, Patagonia tweeted twice about their Nanogrip Bikini: "We've paired form with function for our new collection of pinnacle performance #NanogripBikinis. And like the rest of our swim line, they're all #FairTrade Certified sewn. For the full line: *(link omitted)*" (Appendix B62) and "With innovative stay-put linings that hold snug to the skin when wet, our #NanogripBikinis are #FairTrade Certified sewn. *(link omitted)*" (Appendix B63). The first tweet also tells Patagonia's Twitter followers that, not only are these wetsuits fair trade certified, but so is their entire swim line. This information is not shared elsewhere on social media in 2018. Fair trade was briefly mentioned again in April, when Patagonia tweeted: "We're taking #ResponsibliTee. Our new Responsibili-Tee shirts are made from 100% recycled fibers and are #FairTrade certified. See how we're changing the garment industry for good: *(link omitted)*" (Appendix B75).

Patagonia debuted their new Baggies Shorts in May 2018, tweeting: "Baggies Shorts are made for putting on and running wild. But a pair of shorts is only as good as what's in them—and what's not. Take a look inside our new Baggies, now made with less impact on the environment. #WhatsInYourBaggies: *(link omitted)*" (Appendix B80 & B84). On May 23, Patagonia posted about its ReCircle Collection, where it uses fabrics made from wood pulp and recycled cotton scraps (Appendices B90 & C175).

In late-June, Patagonia posted about their 2015 decision to temporarily stop their wool sourcing (Appendices A4 & B112). Then, in September, it introduced *Woolyester*, its wool-polyester blend used for its fleece jackets (Appendices B144, B145, & C199). Patagonia wrote in one post: "Like a lot of good ideas, this one sprang from necessity" (C199); we understood this "necessity" as a need for a new fabric with which to make their fleece jackets due to the company's 2015 decision. Patagonia only uses Woolyester for their fleece jackets; however, on October 1, they tweeted about their new baselayer made from a polyester-wool blend of 49% recycled polyester and 51% responsibly source merino wool (Appendix B155), meaning Patagonia is working with various types of polyester-wool blends.

On July 9, Patagonia posted about its updated Arbor Pack collection, stating it "utilizes recycled materials and a cleaner dye process" (Appendices B117 & B183). The following month, Patagonia mentioned their Yelux wetsuits, tweeting: "Here's what natural progression looks like.

Our Yelux wetsuits are now lighter, stretchier and more comfortable. They're also the world's first #FairTrade certified suits" (Appendix B134). In late-August, it posted again: "Higher performance with lower impact on the planet. Learn more about how we've progressed of our neophane-free Yulex wetsuits" (Appendices B141 & C196). In the fall, Patagonia posted: "With our new Uprisal sweatshirts, we're turning discarded materials into useful and durable clothing." (Appendix B148) and: "Waste less, shred more. Whether it's powder days or plastic bottles, wasting less is a good thing […]," stating that 77% of its snow garments are made with recycled content (Appendices C2016 D89). Finally, in some of Patagonia's last circular economy-related posts of 2018, it posted about being at the forefront of the snow industry's move towards recycled materials (Appendices A15, B194, & C221) and decreasing the amount of materials that end up in landfills while simultaneously eliminating the "swish-swish sound" of polyester with Patagonia's Silent Down Jackets (Appendices B199, B203, C224, C226, & D98). We identified Patagonia's effort as brand activism, as it implicitly urges others through explaining what it has found out itself and how it utilizes the opportunities at its disposal. The fact that both customers and businesses can be inspired by the company to do better themselves, indicates that Patagonia is an activist brand.

Coding.

We identified the posts discussed in this section as social activism, workplace activism, and environmental activism. For social activism, we identified the data-driven code: local sourcing. For workplace activism, we identified the code: governance. For environmental activism, we identified the code: circular economy. Additional data-driven codes we identified were *sustainability* and *sustainable business*—which could be categorized under workplace activism and/or environmental activism.

Patagonia Provisions – Regenerative Organic Certification.

On January 25, Patagonia posted on Facebook: "The 2018 Eco Farm Conference starts this week, with some of the best farming minds coming together to work towards a more sustainable food future. We will be in Monterey, CA with our Workwear, Provisions and Worn Wear teams. Also, check out @patagoniaballard [Patagonia Workwear's Flagship] on Instagram for more info" (Appendix C147).

On March 10, Patagonia tweeted: "Regenerative organic agriculture certification, an introduction to the topic and an explanation of the importance of regenerative agriculture. From the team at @PagatoniaProv [Patagonia Provisions]" (Appendix B49). On the same day, Patagonia tweeted: "Patagonia CEO Rose Marcario is giving the closing keynote at @NatProdExpo [Natural

Products Expo]. Tune in today at 2pm: *(link omitted)* @PatagoniaProv + #ExpoWest," with a photo of a Fast Company cover featuring Marcario and the headline "The World's 50 Most Innovation Companies" (Appendix B50), as well as a quote from Marcario's keynote at the Natural Products Expo: "It's time to act boldly, just like the organic pioneers did" (Appendix B51). Marcario shared an article—titled *Regenerative Organic Certification Unveiled*—written and published by her on her LinkedIn on March 12 (Appendix A31). Patagonia tweeted on March 12: "The more we learn about food, the more excited we are about the potential of agriculture: *(link omitted)* @PatagoniaProv" (Appendix B52), and again on March 22: "What Does the New Regenerative Organic Certification Mean for the Future of Good Food? @KQEDFood – *(link omitted)*" (Appendix B57).

It was on March 18—six days after Marcario posted about it on LinkedIn and Patagonia tweeted about it—Patagonia introduced *Regenerative Organic Certification* on Facebook, where they provided a bit more information upfront: "In 2012, we started a food company focused on products sourced in innovative ways that benefit and regenerate the planet. The more we learn about food, the more excited we are about the potential of agriculture. Introducing Regenerative Organic Certification" (Appendix C163). Lastly, Patagonia tweeted about a Patagonia Provisions project unrelated to the Regenerative Organic Certification on May 16: "Introducing Mussels— delicious organically cultivated mussels help restore the ocean instead of depleting it. Try them for yourself: *(link omitted)* @PatagoniaProv" (Appendix B85). We identified these posts as social activism, economic activism, and environmental activism. For social activism, we identified the codes: standards and food security; for economic activism, we identified the code: research; and for environmental activism, we identified the codes: biotech and ecocide.

Climate Change.
On January 18, Patagonia tweeted a link to an article by The New York Times, tweeting: "2017 Was One of the Hottest Years on Record. And That Was Without El Niño. @nytimes –" (Appendix B6). Patagonia later tweeted: "Nineteen days, 270 miles of one of the largest freshwater reservoirs on earth—a reservoir doomed by human activity, as its degeneration is imminent. *(link omitted)*," with a photo of two people walking in snowy mountains, each pulling a sled behind them and a link to a post on The Cleanest Line (Appendix B9). The context of the tweet is unclear, indicating that the viewer would need to click on the provided link to learn more. Nonetheless, we know it is related to climate change because of the words: "doomed by human activity" (Appendix B9). Patagonia tweeted simply: "Coal is dead," with a link to an article about renewable energy in

Colorado (Appendix B5). While there is no obvious mention of the climate in the post itself, coal is constantly criticized as having one of the worst impacts on the environment and climate; and while its statement "coal is dead" is not true for either the world nor just the United States, it is a provocative statement that could garner a fair amount of internet buzz.

The next mention of climate change came on March 6, when Patagonia tweeted an article by The Guardian, quoting: "Climate believers, climate deniers, deep in our hearts we think it will happen somewhere else. Or, in some other time, in 2025 or 2040 or next year" (Appendix B45). Three days later, Patagonia tweeted about a group of teens in Oregon who were suing the federal government (Appendix B48). In the tweet, Patagonia quoted the article: "A group of young people argue that federal support for fossil fuel industries violates their right to life," adding an update, "And the case is now proceeding to trial" (Appendix B48). On June 13, Patagonia tweeted an article by Apple News, adding: "Antarctica Is Melting More Than Twice as Face as in 2012" (Appendix B102). Patagonia posted on Facebook on October 29: "The question isn't if global warming is exacerbating forest fires. It's to what extent," with a link to a post on The Cleanest Line (Appendix C213). Lastly, on November 23, Patagonia tweeted: "In a report released on #BlackFriday, take 10% off the size of the U.S. economy by 2100 from damage related to climate change. @nytimes –" (Appendix B195). As is clear, specific mentions of climate change in 2018 were few and far between, and no two posts were the same. Most often, Patagonia's accompanying text was a quote from the article/report they were sharing, rather than adding their own statement(s), with appendices B9 and C213 as the only posts with links to Patagonia's own content—i.e., The Cleanest Line blog. We identified the climate change-related posts as environmental activism and identified the code: climate change.

Discussion

Both brand activism and new power discuss a societal need for brands to assume roles government has failed to adequately fill. We found through the analysis of our data that Patagonia as assumed such a role, often utilizing its platform to spread information, encourage participation, and inspire action. According to brand activism, consumers believe brands are most credible when they take on an issue that directly impacts their customers, employees, and business operations. Patagonia has followed this belief, as the environment—which it claims is its reason for being in business—is the primary theme throughout the analyzed period and environmental activism was coded in the majority of the collected posts. New power describes an increase in the desire of individuals to

participate in society, as seen, for example, in the number of times Patagonia asked its followers to get involved through the signing of petitions and in the updates the company later shared regarding how many signatures it had received thus far.

Brands have the opportunity to be the frontrunners of the shifting power dynamics, and are, in fact, expected to be by consumers, as indicated by the brand activism literature. Those brands that take on this newfound responsibility will have the support of consumers, which will strengthen the consumer-brand relationship, according to both brand activism and new power. While it cannot be claimed that Patagonia has changed or will change how other brands behave, as Sarkar and Kotler (2018) state, the more companies that act like Patagonia, the more widespread and expected brand activism will become. Thus, it could be argued that the impression Patagonia leaves on its followers could affect how those consumers view other brands and help change consumers' expectations of said brands. In this section, we will discuss our findings and how they relate to our theories of brand activism and new power.

For both the presidential election in 2016 and the midterms in 2018, Patagonia gave its employees the day off to vote and urged other companies to do the same. Both Patagonia's CEO, Rose Marcario, and founder, Yvon Chouinard, were vocal about the elections, on both Marcario's personal LinkedIn page and on Patagonia's official social media platforms. This is in line with brand activism, which claims that both the brand and the CEO themself needs to take public stances on various issues; however, Patagonia goes a step further by having the founder as well as the CEO publicly speak on behalf of the brand.

On Election Day 2016, Patagonia encouraged people to vote for "our planet," intertwining its political and environmental activism. Most of Patagonia's election-related posts had something to do with the environment. Following the election of Donald Trump, the company acted as a spearhead for others to support environmental causes and keep elected officials in check. Patagonia, several times, shared petitions and links for more information for its followers, making it easier for individuals to get involved. In the 2018 midterm elections, Patagonia spent a great deal of time and effort trying to increase voter participation by encouraging its followers to go out and vote and by encouraging other companies to allow their employees time off to vote. Patagonia utilized all its primary social media accounts to post about the midterm elections; though, most of the posts were on Twitter. The main reason Patagonia worked to mobilize voters was to protect public lands; this is also the reason Patagonia became the first American company to publicly endorse two U.S. Senate candidates in the 2018 midterms—as the two candidates were staunch supporters of public lands in

their respective states. Patagonia's endorsement is important because, historically, companies have not taken such political stances for fear of alienating part of their customer base (Grandoni, 2018). However, Patagonia repeatedly claimed that nature is its business and that it would no longer be in business if people did not have areas such as public lands to explore, climb, trek, etc., as well as repeatedly expressed its discontentment with the Trump administration and other members of the U.S. government over their actions regarding the environment—as we will discuss in the next subsection. Thus, is it, arguably, not surprising that the company would take such a stance and be at the forefront of a potential new relationship between American companies and the American government.

Throughout the elections-related posts, Patagonia advocated for what was best for everyone. The planet has a finite amount of resources and, thus, the government must act in a way that is sustainable, for example, passing legislation that is beneficial for the planet and its inhabitants. This, according to Sarkar and Kotler (2018), is acting on behalf of the *common good*—which they define as "What is shared and beneficial for all or most members of a given community, or alternatively, what is achieved by citizenship, collective action, and active participation in the realm of politics and public service" (p. 792). Therefore, we concluded that, regarding this topic, Patagonia participated in *progressive brand activism*, as it actively pursued policies to help the common good.

Throughout the analyzed period, Patagonia consistently focused on the preservation of land. The topic switches depending on what was current at the time, and some topics were brought up again, as the political fight for public lands and national monuments fluctuated from one president to another. Many of the cases related to the preservation of land in the U.S. were connected and the case evolved through time, starting with Bears Ears in 2016, when Obama was urged to put it on the list of National Monuments, continuing into 2017, with the Utah and Outdoor Retailers quarrel, and finally, into 2018, with Patagonia's campaign *The President is Stealing Your Land*. The time and effort Patagonia put into the political fight and its calls-to-action in the form of texting campaigns and petitions, proves that Patagonia let the purpose guide the work of the company, for if it were mere window-dressing marketing, it would have been an expensive social media strategy. The company claims political agency through the participation of individuals that it mobilized through its participation-campaigns, which it made easily accessible to the crowd. The consistency in Patagonia's engagement with environmental and social issues proves that Patagonia is an activist

brand that seeks to redistribute power in society, and we have seen that Patagonia emphasizes and celebrates the power communities can have when they come together.

Patagonia acts in the interest of the common good when fighting against political suggestions to shrink public lands and national monuments. Firstly, it acts in the interest of the public and its ability to use public land for recreational and nature experiences, and secondly, Patagonia focuses on the social impacts it may have on the people around and from these areas if/when an area or monument is shrunk for energy exploitation purposes. Indigenous people face essential cultural and historical heritage losses, which are important for the identity of the individuals. Furthermore, the places often have a long historical heritage, that Patagonia argues are valuable for future generations' education. Thirdly, there is also an environmental agenda for Patagonia to attend to. One reason the company fights to protect public lands is the exploitation that would follow if states get their hands on the area. Oil drilling is one major reason the states are interested in exploiting the area, which would diminish the local wilderness and wildlife. However, it would also mean the fossil fuel industry would bloom or at least be sustained, limiting the urgency an otherwise lack of resources would feed into. The lack of resources could have otherwise urged the industry and politicians to figure out an alternative to fossil fuels, such as greener and environmentally-friendly alternatives. Patagonia links its political activism and its activism for the environment. As mentioned before, Patagonia makes great use of text campaigns and petitions—an attempt to force politicians to listen to the public. Patagonia succeeded in activating the crowd to speak up for the environment by providing individuals with easily accessible calls-to-action (such as a link). Patagonia further addresses how it itself is an example of a business that can do good while succeeding and that businesses have responsibilities in terms of the problems of the world, but also in terms of putting pressure on the government. Patagonia thereby urges a change in the business community, addressing that there are different ways for companies to act on behalf of the common good, which is what Sarkar and Kotler also argue. Businesses can take responsibility of how they act, without the necessitation of political legislation; however, businesses should continue to urge politicians to pass laws in favor of the common good. It can be argued that there will always be businesses that do not seek to become "clean" and therefore would exploit previously protected public lands; though, other businesses may share the consensus that it is morally wrong and unnecessary to do so.

Patagonia mobilized the crowd to steward the power of the community and the power needed to pass suggestions to politicians. The crowd does not spiral out of control to mob-like

situations, as the company is the spearhead that has ultimate control to secure the purpose of the crowd stays in focus. The power of being able to activate individuals for the common good is essential for brand activism to succeed, as support is crucial to reach the goals set by and for the activists. Brand activists can affect the mindset of the public, which is vital to obtain change in the issues of the world previously discussed. Brand activism is a way to contain and prevent the forces of new power that usually become the fault—namely, momentum and mob-mentality—i.e., brands have the ability to provide guidance and stability. Momentum must stay steady or slightly increase, but as it often seen in new power movements, the momentum decreases after a short amount of time and change is never reached. The mob-mentality is feared, as movements then spiral out of focus and thereby lose the constructiveness they were meant to have, again, resulting in no change reached.

As mentioned in the Methodology section, Patagonia provides numerous small grants to various grantees, and in 2018, the company launched *Patagonia Action Works*, a digital platform where individuals can connect with Patagonia's grantees to sign petitions, volunteer, and attend events. However, this is not the only way Patagonia connected individuals with its grantees. The company, on several occasions, used its platform to bring attention to various grantees, often using the grantees' social media handles, so its followers could easily visit their social media pages, if desired. One interesting aspect to keep in mind is that, while Patagonia donated money to these environmental groups, not once did it ask its followers to do so. Patagonia—during the time analyzed—never posted that it would "match" the donations of its followers, meaning for every dollar the public donated, Patagonia would also donate a dollar. It did, however, direct individuals to these groups' respective online presences—e.g., social media pages and websites—where the groups themselves might ask for donations. Nonetheless, Patagonia itself only encouraged its followers/customers to donate their time, skills, and efforts to its grantees.

We have, again, found that Patagonia participated in progressive brand activism. In this case, the company put the common good over profits. Patagonia pledged to give away 1% of its annual sales, which it does in the form of grants ranging from $2,500 to $15,000, and in doing so, has ensured that numerous environmental groups are able to continue their work on behalf of the planet. From analyzing the data, we found that Patagonia involves its customers in a very intimate manner, but it does not expect said customers to involve themselves with the company itself. Patagonia provided individuals with a place where they have easy access to environmental movements and groups, which they might be interested in supporting or joining. As crowds

assembled by peers tend not to last long, Patagonia plays the role of the leader that gathers crowds and provides a call-to-action. The structure of Patagonia Action Works is considered ideal for those part of the maker-culture, as Patagonia does not ask its followers to provide money to the company, which it then will pass along or put to use, but rather, provides them with a place where they themselves can bring about change. Patagonia leaves the choice of which cause or causes to support to the individual themself. As Patagonia provides smaller grants to more environmental groups, the pool of causes to choose from and the locations of the specific groups expands, meaning people have a greater choice of which groups to get involved with, which events to attend, which petitions to sign, etc.

During the analyzed timespan, Patagonia continuously posted about its social initiatives, showing how to be a successful business through being sustainable, which to a large degree, focuses on choice of materials and the procedures in production. It is visible through the number and types of posts that Patagonia takes its own purpose seriously and that the purpose is center to everything the company does. Patagonia takes responsibility for creating a work environment in which working parents can prioritize both family and career. It is not posted about extensively, but it is addressed on different occasions and as a reason that a company may succeed. In relation to family-work balance, Patagonia also addressed women's rights to a career and opportunities of obtaining the same management positions as their male colleagues, and the company provides its on-site childcare as an example of a strategy. The general family-work balance is argued to be inevitable for a company's success and Patagonia's own strategy of on-site childcare is used to explain how it creates a unique opportunity, as the practicality of dropping kids off and picking them up can be time consuming and, for some, may require a parent to quit their job or decide to only work part time. Patagonia advocated that all families should have the opportunity to let both parents pursue careers, if desired, by explaining its own ways of dealing with workplace inequalities—one of the issues highlighted in Sarkar and Kotler's brand activism framework. Companies can lead by example, inspiring other companies to also take measures to deal with such workplace inequalities often related to the balance between work and family. Patagonia is an example of an organization that does not only just comply to laws, but also takes responsibility beyond that, which is essential for being a brand activist. Patagonia argued that doing business does not have to contradict doing good, putting purpose over profit; in fact, the founder has been quoted saying that doing the right thing has led to more business.

Through its business Patagonia focuses on the common good, which means the brand performs progressive brand activism. The examples of Patagonia's fair-trade strategies tap into Sarkar and Kotler's argument that the position of power companies have must be used to take on the responsibilities governmental institutions have failed to. The responsibilities organizations claim when governmental institutions fail to provide necessary laws and regulations are also part of the new power phenomenon, as new power is the redistribution of power in society. New power is contrary to old power and is not limited to governments and other decision-making institutions—it can be held by many, such as movements and organizations. Companies can decide to take measures for the common good not required by law, but simply as a choice to forge change in society. Within both new power and brand activism, being the change one (person or organization) wants to see in the world is characteristic. Brand activists will likely be seen to have new power values and either new power or old power models. A company such as Patagonia can hardly deviate much from the old power business model, as new power models are characterized by peer-to-peer involvement, often revolving around services more so than goods—e.g., clothing. Patagonia speaks seriously about the new power distribution needed in society to forge changes for the environment and social justices around the world, which are essential parts mentioned in the brand activism framework. The examples highlighted in the analysis further indicate that Patagonia is active in encouraging others to be part of forging change, especially regarding social justice and the environment.

The spread of information regarding fair trade, Worn Wear, and how Patagonia consistently works towards discovering new, sustainable ways to produce materials, keeping in mind the people producing the items and the customer purchasing the item, can be used to argue Patagonia's good intent, being a brand activist, and putting purpose over profit. Patagonia itself addresses how it wants to change the industry by talking about its fair-trade program and sharing information about it. This could be regarded as simply a way to look good to customers and to persuade them to buy from Patagonia with a clean conscious; however, Patagonia claims it chose to speak up in order to direct focus to problems in the production industry and to inspire other organizations to encourage customers to choose fair-trade-certified products and companies; thereby potentially forcing other companies to change in order to remain competitive. Patagonia acts as spearhead in brand activism, as previously mentioned, as it can keep momentum in mobilizing the crowd to pursue change. If organizations become brand activists, they can fill the gap the new power term-coiners described to be faulty among individuals. Crowds gathered by peers often lose momentum in a short amount of

time and changes can be difficult to obtain, but if organizations become the catalysts that gather crowds and call people to action, change is more likely to be reached, as it becomes more organized and, thus, more targeted.

Our intention when selecting Patagonia as our case, was to focus solely on the U.S. and Americans. However, Patagonia posted a great deal about several environments around the world, specifically in Canada, Eastern Europe, Chile, and Tasmania. The company was involved in the production of documentaries about some of these areas, including *Blue Heart*, about protecting the last wild rivers in Europe, and *Takayna*, about protecting one of the last undisturbed tracts of Gondwanan rainforest in the world, which provided further publicity for the causes and further information for interested individuals. Patagonia also used its platform to share information about the various international causes, which is a testament to how the internet has changed how people around the world interact. People in the U.S. and elsewhere have a voice regarding issues in countries other than their own. Patagonia shared multiple petitions, which its diverse followers were able to sign, for such issues. It shared a petition for Blue Heart, which ended up receiving 120,000 signatures, and hand-delivered it to the European Bank for Reconstruction and Development in London, England. Patagonia also shared a petition in support of World Heritage protection for takayna, which received over 200,000 signatures, and delivered it to the Tasmanian state government in Hobart.

In addition to informing and rallying its followers, Patagonia donated money to these international causes. The company gave a great deal of money to help the protection of Punta de Lobos in Chile through the creation of a new product—a vest to protect surfers. Patagonia shared the technology behind the vest with the rest of the outdoor industry and donated the money it earned from licensing fees to the cause. Similar to the case of *Answer with Action*, Patagonia never asked its followers/customers to donate money, but rather, just their signatures, as discussed above. Patagonia would often keep its followers updated on what was happening with a specific cause. When the company posted about the "big win on the Kruščica river in Bosnia and Herzegovina," it added that its work would continue, as the petition had not yet been delivered to the European Bank for Reconstruction and Development, and encouraged its followers who had not yet to sign the petition. Later, when the petition was delivered, Patagonia posted again, letting its followers know and thanking them for their support. By keeping people up to date and thanking them for participating in the cause, Patagonia is keeping people involved and interested and providing them with a sense of accomplishment.

As we established previously, we have found that Patagonia continuously participated in progressive brand activism, and we have concluded the same regarding *Supporting the World*. Patagonia, yet again, used it platform to provide groups working to protect various environmental areas with access to a larger and/or different audience. Additionally, Patagonia's efforts to protect environments around the world is in line with Sarkar and Kotler's (2018) notion of working for the benefit of the community—that is, the global community. Not only does Patagonia do its own part in participating in the activism community, as evidenced above, but it continuously provides a great platform of individuals to participate as well, in whatever way they are able. This is true not just for the international environmental causes, but all the issues and causes about which Patagonia has posted.

Practical Implications

The concepts of brand activism and new power as set forth by Sarkar and Kotler (2018) and Heimans and Timms (2014), respectively, are constructed out of observations of growing tendencies in our society. While, in their literature, they provide short examples of the phenomena they are describing, neither provides an in-depth look at a specific case of their respective phenomena in practice. Sarkar and Kotler mention companies such as Nike and Gillette, that have recently made decisions that reflect brand activism, and Heimans and Timms mention instances where the actions of companies such as TED—organizer of TED Talks—and Reddit have reflected their concept of new power. However, these examples are used to demonstrate that these concepts are in fact concepts, real occurrences currently happening in our society. Additionally, the respective frameworks set forth by Sarkar and Kotler (2018) and Heimans and Timms (2014) were made with companies and business leaders in mind—meaning they were created with the intention that they be used by companies. We, on the other hand, have used these concepts to analyze the words and actions of a company—in this case, Patagonia—to determine whether said words and actions are indicative of brand activism and new power. We did not use the frameworks in the way the creators originally intended them to be used, yet, were able to complete a full analysis of Patagonia's online communications to its social media followers, where we identified multiple instances of the company acting in a brand activist-manner. Thus, this case has identified a different use for the brand activism and new power frameworks. Furthermore, as we have identified Patagonia as a brand activist in the new power world, we find that Patagonia could play a key role in the ongoing developments of brand activism and new power, as it may serve as a prime example for other companies that wish to emulate Patagonia either entirely or only in part.

Conclusion

The analysis of Patagonia's social media platforms from November 8, 2016, to December 31, 2018, has revealed that the company does demonstrate brand activism in its online communications. Patagonia dedicated a large number of posts to environmental and social causes with limited connection to its outdoor clothing and gear business. In other words, it used its platform to bring attention to issues that were not directly linked to the company's traditional role as a business; and did so by way of sharing relevant information and posting calls-to-action. It sought to bring about political change by being the first American company in U.S. history to publicly endorse candidates for the Senate and by publicly speaking out against President Trump and his administration. Patagonia sought to bring about societal change by leading by example regarding issues such as paid leave and fair trade. It further brought about political and societal change through engaging its followers on its various social media platforms.

Patagonia took advantage of the shifting power dynamics in society between organizations, governments, and individuals. Through its efforts in being an activist brand, Patagonia seeks support from the crowd, who desire to participate in the change of societal power structures brought about by the increasing distrust in their institutions. The company shared information and details regarding its various grantees—which are located around the world—such as petitions individuals could sign, events they could attend, and environmental groups they could support. Patagonia provided different levels of involvement, meaning individuals can, for example, choose to simply digitally sign a petition directly linked in a post, or they can volunteer their time, skills, and/or knowledge to the grantee(s) of their choice. The one thing Patagonia rarely ever asked for from its followers was money, with the one exception being when it asked for donations in the aftermath of Hurricane Harvey through its partner Americares, and even so, the money was never sent to Patagonia itself. Despite not asking its customers to donate to the various causes the company was involved with, it continued to donate 1% of sales—as it has since 1985—as well as the $10 million it earned on Black Friday 2016 and the $10 million-tax cut it received in 2018. These donations are one instance of Patagonia setting an example for its fellow organizations. Initiatives such as *1% for the Planet* and *Time to Vote* were shared by Patagonia on its social media platforms, where it called out other organizations to follow suit. Similar to its relationship with individuals—where Patagonia provided information useful to interested parties—the company, through sharing its own stories, initiatives, and actions, aimed to show other businesses how they could behave in a more sustainable and activist manner—in other words, Patagonia led by example.

Through the analysis of the collected data, we found that Patagonia consistently used its platform to bring attention to political, societal, and environmental causes. The types of activism shifted depending on which cases were most relevant at the time. For example, in November 2016 and September-November 2018, there were a higher number of political activism posts—i.e., elections-related posts—than at other points of the analyze period. Additionally, posts coded as primarily social/workplace activism—such as paid leave—were found to be fewer and far between. While Patagonia would occasionally post about the company's own governance, it was not a major theme throughout the analyzed period. Environmental activism was the most common type of activism we found in the data; however, this was due to Patagonia prioritizing the environment above all else and, thus, environmental activism was often found in posts that were categorized as other types of activism as well. Therefore, we found that posts about environmental activism were shared consistently throughout the analyzed period. The different causes/issues categorized under environmental activism were posted in a similar manner to the elections-related content, in that the number of posts increased on or around dates that were significant to the respective cause/issue— e.g., Patagonia posted a great deal about Blue Heart and Takayna leading up to the premieres of their respective documentaries. Thus, from all of the above, we have found that Patagonia is an activist brand that engages its consumers in its activist agenda to forge political and societal change and strives to motivate other organizations to operate on behalf of people and the planet.

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