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Introduction

Over the past few years, businesses and academic researchers alike have displayed
increased interest for Corporate Social Responsibility. In particular, the recent
research suggests that CSR may be an excellent instrument to enhance the
legitimacy of the firm among its stakeholders and to develop positive social
responsibility images (Mazur, B., 2015, p. 593).

Previous research on the field of corporate social responsibility (referred to as "CSR") in
marketing communication and challenges of the car industry describes again and again how
CSR has a great value for many different aspects of business, image, loyalty and even
financial gain. Other research on the other hand, is critical towards the concept, claiming it to
be more of a tool for public relations (Prasad & Holzinger, 2013). Much research focuses on
quantitative methods like content analysis in order to find overall themes in the
communication. Little of the previous research analyse deeper on the practise of how big
corporations on a term level at their official profiles on the company webpage or Facebook
profile communicate CSR-values.

A branch of corporations that can be claimed to be under a lot of pressure from a CSR point
of view is the automobile manufacturing business, especially regarding environmental issues
and the struggle of being both environmentally sustainable and competitively strong, one
example being the Swedish auto manufacturing company 'Volvo', which received a lot of
critique in 2008 from politicians as well as the general public regarding their lack of focus in
environmental sustainability issues (Kotler, Armstrong, & Parment, 2013). This study is
motivated by the filling of a gap in CSR-research (showed by previous research review). The
gap is filled by investigating the marketing communication of the values of a business in
development towards a bigger environmental CSR focus (the auto manufacturing business).
Since the biggest challenge for the industry appears to be the environmental aspect of CSR,
this is what I will focus my research on.

It is however of importance to note that using environmental values in marketing
communication can be a strategy to enhance market goals according to Prasad and Holzinger
(2013), application of environmental values can also be a direct consequence of orientation of
the market according to Fraj-Andrés et. al (2012). In this sense the two factors of
environmental values and market related terms are not necessarily opposites while used in

marketing communication, communicating environmental values could rather enhance the market standpoint (Prasad & Holzinger, 2013). Schneper et. al (2015) do however find that communicating environmental values leads to a bigger chance that the company is actually implementing them, this study will therefor analyse how the companies actually use environmental values in the marketing communication.

I conducted a rhetoric and semiotics analysis over how some of the biggest auto-manufacturing corporations in the World communicate their work with the environmental aspect of CSR on their official pages, both on their homepage and on their profile-pages on Facebook (if they have any). These profiles can be assumed to be the ones they want the public to see therefor it will be interesting to see how they present their environmental values, if they do at all. As this is not a comparative study, the Facebook page will not be analysed with the priority of comparing it to the webpage, only major differences between the communication of Facebook and the webpage will therefore be addressed in the study.

Aim and Question

The importance of CSR implementation for corporations of all sizes can be showed by the previous research to be vast. It can lead to an increased level of customer satisfaction (Loureiro, Dias Sardinha & Reijnders, 2013) as well as triggering work with a corporation's self-image (Arendt & Brettel, 2010). Communicating solely via webpage can however be insufficient, leading to social media being recommended as a completing platform (Hisyam Selamat, Mat Saat & Raja Mohd Ali, 2016). These benefits could also have a bigger chance of happening to a corporation that communicate CSR and display CSR-related values, as communicating and displaying these values and practices made a company more likely to actually implement them (Schneper et al., 2015). This study should be conducted because of the importance of CSR and communication thereof for the auto manufacturing industry, which has had to change their priorities in order to satisfy the costumers Soltani et. al (2014). This rising use of CSR leads to an interest in how a business so dependent on showing CSR-values in fact communicates it to the public in a discursive level.

The importance of communicating CSR is established, as well as how the environmental aspect of CSR has great influence on the priorities of the modern automobile manufacturing industry. A challenge for the auto manufacturing business could however be how to balance the environmental values with their market and profit making goals. The aim of this study will

be to contribute to the field of CSR research by analysing the words and pictures used by some of the 2015's top ten auto corporations in the World to communicate their environmental values on the 'About us' section of their webpage as well as on Facebook. The analysis will seek connotations of images and text in order to search for the way the companies want to portray their work with the environmental aspect of CSR. Because of the need for a company to use a Facebook page as well as a webpage (Hisyam Selamat, Mat Saat & Raja Mohd Ali, 2016), both will be analysed, however since this is not a comparative study only major differences between the two platforms will be acknowledged in the paper. If the Facebook page highlights some details or values while the webpage highlights some other, this could be a sign of uncertainty within the company of how they want to communicate their environmental CSR values. Identifying and analysing rhetorical tools and concepts used in the text can be of interest to see what understandings the companies try to shape as well as if they want to avoid certain details by paraphrasing (Machin & Mayr, 2015). To identify the link between environmental CSR values and the company's market goals will also be of interest in order to see just how central the CSR-values are in the company's marketing communication.

How are the companies using environmental values in their marketing communication?

The main question of this study is an attempt of seeing how central environmental values are in the companies' conducting of marketing communication. In order to answer this question, a few underlying questions must be answered:

1. What semiotic connotations can be linked to words and images used in the marketing communication?
2. What rhetorical tools and other concepts are used in the text when describing company's relationship or work with environmental sustainability?
3. Where does the focus of the marketing communication lie? How are the companies dealing with the tension between market goals and environmental values?
4. What role does environmental values have in the communication of the companies' corporate identity?

Research Review

In my previous research section I have focused on five areas in order to get a wide grasp on the topic as well as some inspiration regarding my topic. The research areas are CSR, webpage organisation, corporate identity, CSR in marketing communication and CSR and social media.

Research on CSR

Nejati and Amran (2013) conducted a quantitative content analysis of 100 SME's in Malaysia in order to establish what terminology that was used in CSR communication. The research was performed using surveys and with no major theoretical framework than the one of CSR. The results showed that within smaller businesses, the term "responsible business practice" was used in a bigger ratio than the term "corporate social responsibility". The conclusion was therefor that the term of CSR is more difficult to comprehend and apply to smaller and medium-sized enterprises (ibid.). This study contributes to my research by establishing the perceived simplicity of using CSR for larger corporations.

Schneper et. al (2015) researched the CSR rhetoric of a sample of fortune 500 companies using 'neoinstitutional sociological theory'. The theory claims that how a company is structured and how it works is a reflection of the "myths of its institutional environment" (Schneper et al., 2015, p. 20) rather than which activities are actually demanded by the company. Central concepts throughout the study were 'substantive action' and 'CSR rhetoric' their overall aim with the study was therefor to analyse if companies followed the CSR values that they communicated (substantive action) or only adapted the rhetoric necessary from external pressure (CSR rhetoric). Following a quantitative agenda a sample of 425 companies were chosen based on whether the company was publicly traded or had failed to issue an annual report. The results showed that CSR rhetoric was based on company size, the amount of control exercised by the founder as well as whether there were members of the board who were not from businesses. If a company actually followed their CSR rhetoric depended on how old the company was, how well it did financially and if the fore mentioned board members who did not come from businesses were connected to companies who actually practised CSR. A company that promoted CSR was a lot more likely to practice CSR than a company that did not (ibid.). This article contributes to mine by providing insight in rhetoric

research as well as establishing that if a company communicates a lot of CSR values, they are more likely to implement them.

Fraj-Andrés et. al (2012) conducted a study analysing the framework of small to medium-sized enterprises (SMEs) in relation to CSR. The main goal was to establish the reasons behind CSR activities in the companies. In order to collect the empirical data, two different methods where used. First, they observed as well as conducted semi-structured interviews and visited the companies informally. Second, they looked more at the external side of the companies by reviewing institutional reports, webpages and press releases. Theoretical concepts used in the research were image and positioning, as the authors also reflected over how CSR activities could have an effect upon these principles. The results of the study concluded that the major actors or reasons behind CSR activities within the companies were the values of the owners or managers as well as market orientation and legal reasons (ibid.). The study contributes to my research by providing intelligence in analysing webpages as well as establishing benefits of CSR.

Coppa and Sriramesh (2013) performed a quantitative and qualitative research of small to medium-sized enterprises (SME's) in Italy. The paper was based on three different methods: surveys, in-depth interviews with five owner-managers and "élite" interviews with opinion leaders. The aim of their research was to contribute to the construction of an organizational structure promoting CSR-based business-practices that would be based on "European values". Prevalent concepts used in the article were the concept of stakeholders as well as the four dimensions of social responsibility identified by Carrol (1979, 1999): economic, legal, ethical and discretionary. Coppa and Sriramesh (2013) came to the conclusion that the Italian SME's that were analysed did not use CSR as a strategic tool, CSR was rather something practised through casual and interpersonal methods, even though many subjects of the sample thought that it should be a bigger tool for strategic purposes (ibid.). This research article contributes to my study by providing insight in the conflict between using CSR strategically or not.

Mazur (2015) performed a content analysis of the webpages of 24 companies out of the Polish 2014 edition fortune 100; the companies' sectors were energy and 'ICT' (information and communication technologies). The aim of the research was to examine the extent and content of CSR actions and issues as they were communicated on the companies' webpages. The theory of image was prominent in the context of conveying socially responsible images. The

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results showed that the major corporations in Poland from the energy and ICT sectors varied in how keen they were to portray a socially responsible image. The companies from the energy sector, for example, were not as keen on communicating the initiatives to CSR-related agendas as the ICT-companies were (ibid.). This study contributes to my research by providing intelligence in the act of analysing webpages for communication of CSR actions and issues.

Loureiro, Dias Sardinha and Reijnders (2013) conducted a qualitative and quantitative research where they searched for a connection between CSR-activity and customer satisfaction in Portugal. Three auto manufacturers were chosen on the merit of most cars sold in Portugal (Toyota, Renault and Ford), then these manufacturers were analysed in accordance to their activity in CSR-related issues such as environmental sustainability. The quantitative method used in the research was questionnaires given to buyers of the specific car brands out of which 329 fully completed the questionnaire within the time limit. Theoretical concepts central in the study was perceived value as well as the concepts of corporate social performance (CSP), corporate social responsibility (CSR) and corporate financial performance (CFP). Results of the study showed that an increase in consumer satisfaction unrelated to CSR could increase the perceived value. CSR could however increase this customer satisfaction; some issues had a bigger influence on the level of satisfaction than others though (ibid.). Their study contributes to mine by providing insight and inspiration regarding researching CSR in relation to auto manufacturing companies as well as the notion that environmental values are not necessarily in opposition to market goals.

Soltani et. al (2014) researched how CSR is implemented by auto manufacturing companies in Iran with the aim to contribute a middle-eastern study to a western-dominated research field. Reasons behind the study included the sheer size of the industry as well as the environmental and societal challenges that the industry is facing. The theoretical framework revolved around business ethics as well as managerial mind-sets towards CSR. The empirical data of the study was collected through three focus-groups (one for each company) as well as semi-structured interviews that were held until no new information was discovered, leading to a total of 51 interviews. After conducting a cross-case analysis in order to compare differences and similarities, the results identified three different forms of mental attitudes among the managers towards the organizational usage of CSR: conformist (conventional and orthodox), self-seeking (ego-centric and self-serving) and satisfying (profit-centric) mind-sets

(ibid.). This study contributes to my research by providing further research on CSR in relation to the auto manufacturing business as well as empirical support to the environmental challenge that the car industry is facing and thereby motive to my study.

Maignan and Ralston (2002) conducted a content analysis over CSR-related issues and principles as well as stakeholder issues being communicated over major companies' (the companies were chosen from the country's fortune 500-list) webpages in France, the Netherlands, The United Kingdom and the United States. The theoretical focus was the stakeholder issues as well as the concept of CSR along with the various definitions that came with the term. The aim of the research paper was to investigate the nature issues, principles and processes discussed. The results showed that firms in the United Kingdom or the United States were a lot more likely to discuss CSR principles and issues than companies in France or the Netherlands were (ibid.). Their research is relevant to mine in providing insights and inspiration regarding CSR-related issues being communicated by big corporations.

Arendt and Brettel (2010) performed a quantitative analysis using a sample of 389 European companies with the aim to analyse the effects that CSR can have on the companies' image, corporate identity and firm performance in a multi-industry setting. To enrich their research they implemented theories of corporate identification, corporate brand, corporate reputation and corporate image. The results of the research showed that a company's work with creating an image could be activated by CSR. The relationship between CSR and company successes did however vary depending on company size, industry and the market budget available at the company (ibid.). This study contributes to my research by further establishing the value of CSR, especially for big corporations.

Research on Webpage organisation

Esrock and Leichty (2000) conducted a content analysis analysing the webpages of a random sample of fortune 500 companies. The aim of the study was to establish the design of organizational webpages. Content categories in the majority of the webpages analysed did, according to Esrock and Leichty look similar to "previous content analyses of corporate social responsibility messages" (Esrock & Leichty, 2000, p. 332). The term 'social responsibility' occurred on 44 % of the webpages that used active hyperlinks or content on font on their homepage. The Results also showed that CSR content was connected to the webpage reaching out to multiple audiences (Esrock & Leichty, 2000). The study contributes to mine by
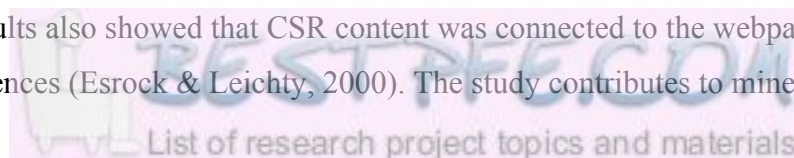
providing concepts and terms used by big corporations in communicating CSR, for example 'social responsibility'.

Park, Lee and Hong (2016) used symbolic convergence theory to perform a content analysis of fortune 500 corporations. Their aim with the research was to examine the 'about us' page in order to find structures that could be connected to the theory of symbolic convergence. The results showed that the primary image portrayed in the 'about us' pages was economic corporate management. In context to the symbolic convergence theory, the prominent 'fantasy' was the one of being a higher-class company (ibid.). This article contributes to my study by providing intelligence in the analysis of corporations' 'about us' pages as well as a fantasy big corporations want to convey: being a higher-class company.

Research on Corporate Identity

Melewar and Karaosmanoglu (2006a) performed a study based on interviews with 32 organizational managers as well as literature review and website analysis with the aim of establishing vital factors of corporate identity. The conclusion shows a disagreement regarding which factors that are considered most vital but the majority of the practitioners champion corporate design, communication, behavior and strategy to be the major components. This study is relevant to mine in providing theoretical foundations to the concept of corporate identity as well as identifying environmental sustainability as a cause for change in various industries.

Melewar, Bassett and Simões (2006b) conducted a theoretical literature review with the aim of providing clarity regarding the relationship between the concept of corporate identity and communication and visual identity. The study provides examples of how modern day organizations alter their corporate identity in order to align with current market values and environmental challenges. The conclusion states that corporate identity is of rising value to all forms of companies. This study is of great importance to me in providing insight into the concept of corporate identity and its relationship to communication.

Research on CSR in Marketing Communication

Hisyam Selamat, Mat Saat and Raja Mohd Ali (2016) conducted a study with the aim to analyse the theories of trust and corporate image in relation to website presentation of CSR. In order to collect their data, they divided two hundred and forty one respondents in two different groups where the 'richness' factor in the CSR presentation varied (how rich a

medium is could be determined by how many indications could be linked to the medium). Their study concluded that website as a platform is not enough for a company to communicate CSR to its consumers, a recommendation would be social media (ibid.). This research contributes to my study by establishing the importance of CSR as well as the need for social media for the company to communicate its values.

Prasad and Holzinger (2013) conducted a critical management study with the aim of finding hidden ideologies behind the corporate marketing of CSR activities. The main theoretical perspective of the study was corporate marketing and a "false consciousness" of ideology, an example being doing something as a corporation that can seem to improve the human condition but with the hidden motive of making profit. Another theoretical term much discussed in the study is 'green washing' i.e. corporations communicating an environmental symbolism without actually taking radical measures of establishing environmental sustainability. The study concluded that CSR and the marketing thereof indeed could be just a corporate invention to influence public relations and allowing the corporation to elude any fundamental obligations towards society and environment. This study contributes to mine by providing a critical point of view towards CSR as well as offering insight in the use of CSR in marketing.

Hildebrand, Sen and Bhattacharya (2011) performed a conceptual study on CSR from a corporate marketing point of view from the theoretical perspective of organizational identity, social identification and corporate identities. Their aim was to offer an understanding of how CSR can be used from a corporate marketing perspective and how vital it can be as a marketing strategy. The conclusion of the study was that CSR could be an effective tool in corporate marketing in order to align the corporation's identity with a broad specter of stakeholders. This study is important to my research as it provides further insight to how CSR can be used as a marketing strategy by corporations as well as the concepts importance on corporate identity (ibid.).

Vilanova, Lozano and Arenas (2008) explore the connection between CSR and corporate competitiveness. In their study they relied on focus groups to discuss questions regarding the meaning of CSR for a company's financials as well as the difficulties of implementing a CSR strategy for example. They also tie their case to four different theoretical paradoxes: the strategy paradox, the stakeholder paradox, the accountability paradox and the competitiveness

paradox. The competitiveness paradox connects to the challenge of the car industry central to my study. The paradox addresses that implementing certain CSR policies could remove some corporate advantages while possibly adding others. The results of their study conclude that focus on the relationship between a corporation's competitiveness and its CSR policies should lie in the framework of how it manages the different paradoxes and not in results generated by the CSR strategies (ibid.).

Research on CSR and Social Media

Kent and Taylor (2015) analysed social media as a platform for communicating CSR activities. One problem they noticed was that the potential for social media to create strong relationships for a company is the one-way communication of CSR activities. The aim of the research was therefor to create a framework where the corporate use of social media transform into a dialogical one based on interaction between an organization and the public. A prominent theoretical concept used in the research is the one of social capital, the concept is used to understand the transformation that CSR communication on social media should make: from a framework focused on sales and profits to one pursuing a more long-term relationship based on dialogue and interactive communication (ibid.). This study contributes to mine by providing insights into the problem of one-way communication as well as how CSR is communicated on a company Facebook page.

Birim (2016) analysed previous literature with the aim to explore how CSR and social media could improve strategic communication management. The results of the research showed that both CSR and social media could be used as prominent components in strategic business management. Social media had its biggest value in the opportunity it provides for dialogue and increased communication while CSR could be seen as profitable because of the concepts strategically composed key factors (2016). This article is relevant for my research because of the studied advantages of CSR and usage of social media.

Research Gap

The research gap motivating this study is made out by the lack of discursive analysis in the field of CSR usage in marketing communication. The majority of studies on the field engage in interviews to analyse impact or content analysis to find dominant patterns. Instead of finding what many companies have in common, I will therefor try to go into deep analysis

over how the samples of the car industry uses environmental values in their marketing communication.

Theoretical Framework

In this study, I will focus on the environmental aspect of *Corporate Social Responsibility* as well as the theoretical concept of *marketing communication*, *corporate identity* and *competitiveness paradox*.

Corporate Social Responsibility

According to Coombs and Holladay (2012), implementing CSR can be described as making profits while also displaying a 'responsible behavior' towards environment as well as social factors like employees and society. Applying effective CSR to the corporation can have many clear benefits; two of them are the reputational benefits and the reducing of business costs.

The benefits of having a good reputation might seem unnecessary to explain in detail but Coombs and Holladay (ibid.) lists various examples especially for corporations. An increased change of getting investors to the corporation as well as a bigger spread on employees for recruitment and positive coverage by the media are just a few of the benefits a corporation can have by implementing CSR (ibid.).

Reducing business costs can be a direct effect of implementing CSR in reducing energy costs, using renewable resources or have a sustainability focus in production and management. Doing business itself might become cheaper as well with a stronger support from stakeholders (ibid.).

The benefits of CSR can however come with certain costs, primarily mentioned by Coombs and Holladay (ibid.) is distraction, difficulty in managing social responsibility and loss of power and control for the corporation. Implementing CSR into the corporation simply distracts the corporation in the quest for profits to their stakeholders; in this sense the cost of CSR is an economic matter. The second issue, difficulty in managing social responsibility has to do with the problem businesses has to address and solve social issues as businesses exist for profit, unlike governments that has the very purpose of identifying and solving social

issues in society. The final major theme linked to costs of CSR is the loss of power for the corporations; quite simply this is considered a product of stakeholders having sway over decisions made by the corporation (ibid.).

Some researchers are however sceptical against CSR as a whole, considering it more of a corporate tool of public relations. The corporations use this tool in order to actually escape the need to make any extreme changes in their policies while simply communicating CSR (Prasad & Holzinger, 2013)

Marketing Communication

A case can be made that marketing communication is the most central tool for establishing a brand. The most central and common concept used in marketing communication could most likely be 'advertising', which is any form of message with a primary goal of creating or maintaining awareness or a positive attitude towards a brand, regardless of medium. To go one step further is describing 'integrated marketing communication' (IMC) which is the planning and strategic management of using promotion in marketing communication to enhance awareness or positive attitude (Elliott, Percy & Pervan, 2011).

The field of marketing communication is, however constantly under vast transformation. From being all about reaching ass many people as possible via mass-marketing in order to sell standardized products to the masses, the challenge of today is to communicate with the consumers in a way that reaches them through all the other marketing and connects with them (Kotler, Armstrong, & Parment, 2013). This is where companies in the car industry could use more of environmental values to connect with their costumers, who are becoming more and more aware of environmental challenges and issues of sustainability.

Corporate Identity

> Corporate identity is a unique feature that a corporation or brand transmits about itself, embracing values and communication (Melewar, et al., 2017, p. 574).

The very concept of corporate identity stems from the definition of an image that the organization or corporation wanted to demonstrate to consumers, employees and the general public as well as how the company presented itself to these actors (Balmer et al., 2007).

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Corporate identity as a concept can be divided into four smaller areas; 'communication and visual identity', 'behavior', 'corporate culture' and 'market conditions' (Melewar & Jenkins, 2002). Out of these four, the concept that is the most relevant to this study is 'communication and visual identity' which in turn consists of four smaller areas; 'corporate communications', 'uncontrollable communication', 'architecture and location' and 'corporate visual identity' (ibid.). The area relevant to this study is here *corporate communications*. The part of corporate communications that is given the most of the budget as well as the most attention is considered by Melewar and Jenkins (2002) to be marketing communications, it can therefor be considered to be the preferred tool by corporations to communicate their corporate identity.

In this study, what will be focused on is how the companies build their corporate identity using market communication, as well as how environmental values are used in the construction.

Competitiveness Paradox

'The paradox of competitiveness' is derived from the study performed by Vilanova, Lozano & Arenas (2008). It proposes the challenge that corporations face in being responsible towards environment and society while still pursuing the corporative mission of profit. Handy (2002) touches upon the subject in the topic of business ethics when discussing the question: What's a business for?

> By creating new products, spreading technology and raising productivity, enhancing quality and improving service, business has always been the active agent of progress. It helps make the good things of life available and affordable to ever more people. This process is driven by competition and spurred on by the need to provide adequate returns to those who risk their money and their careers, but it is, in itself, a noble cause (Handy, 2002, p. 54).

Besides discussing the purpose of business and the importance of them being profitable, he also writes that it should be in every corporations best interest to perform with environmental and social sustainability as most corporations want to keep doing business (Handy, 2002). In my study, this concept will be addressed as to how the companies deal with this challenge in their marketing communication to see if they communicate focus on environmental sustainability in their business.

Methodology

In my analysis I used semiotics in order to identify words or images with connotations towards environmental or market values. I also looked for certain rhetorical tools used in the texts and the presence of brand mythology in the marketing communication.

Rhetoric

Rhetoric will be the most important methodological tool to this study, as it will be contribute with a deeper analysis of terms in the text. When analysing texts for underlying meanings, this theory becomes very valuable. With this methodological theory come many conceptual tools, like 'metaphor' and 'personification'. The use for the analysis of existing rhetorical tools are in studying the understandings that the texts try to shape for their reader, as well as details or specifics that the text tries to avoid communicating. The application of these can be of great value during a text analysis.

> In any kind of text can we look for the use of these, which are always indications of attempts at persuasion and abstraction (Hansen & Machin, 2013, p. 141).

Using *metaphors* is a way of painting a verbal picture by which the reader is to understand the meaning of a concept in terms of different concept. For example claiming that a business is 'flourishing'. By using a plant concept such as 'flourishing' the reader is to understand that the business is in a positive state of growth. Other popular metaphors used in, above all political discourses are concepts collected from construction industry, such as 'laying foundations' and 'lay cornerstones'. By using metaphors, certain aspects can be highlighted while others are concealed, seemingly unnoticed by the reader (Machin & Mayr, 2015).

Using *personifications* in a text is a way of assigning abilities and actions to seemingly lifeless things and concepts. Claiming that inanimate objects perform activities is a rhetorical tool for not revealing the real actors behind a certain event (Machin & Mayr, 2015). An example usable for this study is that 'climate change is destroying the planet' where 'climate change' is not an actual human being but is still ascribed the action of destroying the planet.

Presupposition deals with elements or facts of a text that are taken for granted or assumed when written in a text. An example can be saying that 'her car is very fast' as the definition of 'fast' is un-specified. When dealing with texts, presuppositions are of interest to see what is

highlighted in a it and what is left in the dark, un-specified and taken for granted (Hansen & Machin, 2013). This concept will be used in the analysis of what the corporations take for granted from the readers of their texts in regards to referring to words while taking for granted that the readers know the meaning. The effect of presuppositions can be an un-contested illusion of a logical argument; a reader can there be un-knowingly persuaded by the text (Hansen & Machin, 2013).

Another aspect of rhetoric that is widely used by big corporations is *business rhetoric*. In using this tactic a writer cloaks sensitive words in order to cover up who has the real responsibility. Examples can be a company referring to poor people, providing cheap labour as 'stakeholders' or even 'partners' in order to mask power relations. A social problem like poverty can become 'challenge' and the solution becomes 'innovation' and 'creativity' (Hansen & Machin, 2013).

Semiotics

The theory of semiotics will be the second most prevalent method in the study, since it will be the base of analysis for both images and the text. The theory of semiotics can be broken down into two key concepts: *denotation* and *connotation*. Denotation is the most basic meaning of a word or object like it is mentioned in a text or present in a photograph while the connotation is the underlying meaning of the word or the object. Semiotics can be used in many more ways of course, especially when it comes to deeper analysis of images and photographs (Machin & Mayr, 2015), however as this study is primarily a linguistic analysis of texts, only denotation and connotation will be used in order to highlight the most prominent elements of images linked to the companies' communication of CSR on their profiles. If pictures are used on the profile, the same theory of denotation and connotation will therefore be applied in order to briefly study the visual communication used by the company to represent their CSR-related values.

Barthes (1997) defines one limiting principle when conducting a research by using semiotics, "the principle of relevance" (Barthes, 1997, p. 95). The meaning of this principle can be described as a scholar only researching what is relevant to his or her study in relation to the object that is researched. In relevance to this study, this principle binds me to focus on the areas relevant to my research questions.

Brand Mythology

The last tool I will use in this study is the one of brand mythology, the way a company is selling a way of life to their costumers. A Brand Mythology is when the brand is presenting a way of living or ideas that consumers of their products would be able to live by personify and express. In this way people could embody a new way of life in a World in quick transformation (Grant, 1999). The concept can be used in popular culture via product placement as an example (Elliott, Percy & Pervan, 2011), but in this study it will be used in another context, marketing communication. The concept will be applicable on the reviewing of what lifestyle or personality the auto-manufacturing corporations might assume that their customers want to be identified with. For example if the company provides an image of a young, successful and environmentally aware person driving their car, it can be a brand mythology they want their costumers to pursuit. From a CSR point of view, this can show if the company only communicates values and actions related to the company, or if they want their costumers to find an interest in the subject as well.

Sample

The sample chosen for this research is collected from a combination of two lists. The first one is published by Andrea Murphy (2015) and covers the ten biggest auto companies in the World that year. This list is chosen with the purpose of analysing companies that are selling the most cars in the World. The second list is based on a report on the most environmentally friendly car companies of 2014 (Cook, 2014). This list is chosen to see how the World's biggest car companies fair when it comes to environmental sustainability hence the combination concludes the biggest companies in sales as well as how they are ranked in environmental sustainability. The first company, that did the absolute best in environmental sustainability according to the report is *Hyundai* from South Korea (ibid.), the second company, that came in next to last in environmental sustainability but sixth in most sold cars is *General Motors*. Last I selected a company that placed in the middle on the scale of environmental sustainability, *Volkswagen*. Two other companies came on the same place in the report regarding environmental sustainability: Toyota and Nissan (ibid.), however for this study I chose Volkswagen for continental diversity as Asia is already represented in the study by Hyundai. As bigger companies in the car industry, which is under special need to change their environmental values

et. al (2014) they are of special interest to analyse as to how they portray their CSR to the public and potential customers.

In accordance with Hisyam Selamat, Mat Saat and Raja Mohd Ali (2016), I will complete my study by analysing both webpage content and Facebook profiles. The study is however not a comparison but rather an attempt to establish major differences in presentation on the 'About us'-section on Facebook versus the equivalent on the webpage.

Analytical schematics

In order to establish how the company approaches the challenge of market versus environment priorities in their texts and images, I formed a plan over words, attributes and terms based on the empirical material that could have connotations towards traditional market goals or environmental values.

Marketing values:

Design

Creative

Cost-efficient (cheap)

Fuel-efficient (cheap)

High-technology

Innovative

Luxurious

Performance

Practicality

Security/safety

Speed

Technology

Environmental values:

Environmentally friendly

Fuel-efficient (low emissions)

Low emissions

Low environmental impact

Recycling

Sustainability

What the analysis shows

In my analysis of the samples I strived to answer my aim and research questions regarding page-focus, use of rhetorical tools, communication via images, dealing with the competitiveness paradox and the building of a corporate identity.

Easy to find with perseverance

All the companies used in this study can be considered to have a strong environmental presence on their website if the visitor is willing to search for it. Both Volkswagen and Hyundai have easier access to pages related to market values, such as innovation, technology. General Motors is a little bit more complex though, with the topic of environmental sustainability being addressed on two un-related pages. The articles on environmental progress are as easy to locate as the news on design, technology and safety in the matter of clicks to get to the page. On the page sampled for study however (the 'About GM' page), I have to scroll to the very bottom to find the company's environmental activities and values.

Creative use of rhetorical tools

*A key focus of our customer-first approach is to seek **creative** and **innovative** <u>solutions for the environment</u>. We consistently **adopt policies** and **develop technologies** that promote a cleaner planet from supply chain to manufacturing to the vehicles we put on the road.*
(General Motors, About GM, 2017)

This text is a clear example of business rhetoric (marked bold), all the challenges and problems that the environment face, including CO2 emissions, climate change etc. are shortened down to simply be "the environment", in this way the problems of the environment are un-specified and cloaked up, and the solutions are creativity and innovation, which co-relates to the definitions by Hansen and Machin (2013), the literature explains this as a tool for the company to avoid any specific or radical actions and thereby real responsibility (Hansen & Machin, 2013). The text also includes the presupposition (marked underlined) that the environment needs a solution, here it is taken for granted that the visitors of the webpage knows about the specific issues that General Motors are writing about. According to Hansen and Machin (ibid.), this would affect the reader to un-knowingly assume that the company is doing right by whatever connotations they might have regarding issues of 'the environment'.

*Hyundai Motor Company recognizes the **importance** and **impact** that automobiles have on **society** and **mankind**.*
(Hyundai, Corporate Philosophy, 2017)

Another example of presuppositions (marked bold) used in by the car companies is here presented. Here it is taken for granted that there is a clear importance and impact on society and mankind. The reader is fed with the presupposition that automobiles are very important to mankind and to society which might incline him or her to buy one, even though the person might just as well get along using a bicycle or using a collective means of transportation such as train or bus.

*Our automotive business will bring to life **the stability and convenience that comes with innovative technologies**.*
(Hyundai, Corporate Philosophy, 2017)

Yet another example of presuppositions used in the marketing communication. It is here taken for granted that stability and convenience come with innovative technologies in general, which persuades the readers that the products come with high technology and that it is always a good thing. This is taken form the context of automobiles but many other technologies might be considered not as convenient, like tools of war for example, products with higher performance but lower durability or even inventions without a purpose dedicated to fundamental sustainability of the planet and humanity.

*It strives to play a role that extends beyond being a simple car manufacturer to become customers' lifetime **companion**.*
(Hyundai, Corporate Philosophy, 2017)

A company striving towards becoming a person's companion (marked bold) can be considered to be a form of metaphor usage. The reader is here given the presentation of the company becoming a friend for life to never stray from the costumer's side. Machin and Mayr (2015) describe metaphors as highlighting one thing in order to draw attention from another. In this case that peripheral object could be the costumers life-long dedication to the company of Hyundai, always buying their products and paying for their services instead of just receiving a friend.

*General Motors is the only automaker to sign a climate declaration making **tackling climate change** a priority.*
(General Motors, About GM, 2017)

This text provides another example of the metaphor (marked bold). In order of highlighting the metaphorical image of the company tackling climate change the spotlight is put on the action of performing a tackle through the signing of a declaration. In the periphery there is the issue of how the tackling is going to happen though. The reader might not question the 'how' after being provided the metaphorical image of the company performing a tackle on an issue.

The bold, daring and original Cadillac lineup seamlessly blends driving dynamics, refinement and technology to **satisfy enthusiasts and luxury seekers** *alike.*
(General Motors, About GM, 2017)

Brand mythology might be usually applied to graphic content, in this text however there is an example of the usage of brand mythology (marked bold). The literature describes brand mythology as a way of assigning attributes to the company or products that the public or potential costumers might want to identify with (Grant, 1999). The brand is here communicating that they are the brand for both car enthusiasts and people seeking luxury. This would suggest that people, who would like to identify themselves as enthusiasts or seeking luxury in their lives, would find their products at General Motors.

The text also provides an example of the rhetorical tool of personification (marked underlined). Machin and Mayr (2015) describe personifications as the form of assigning human abilities to inanimate objects in order to hide the real actors behind the event. To assign a lineup the attributes of being bold as well as the action of blending various factors puts the focus on the cars and less on the people who designed and constructed the products. To describe how the designers and engineers hade been able to mix the factors and create bold and original vehicles might not have been perceived as taking to much attention form the cars that the company is trying to sell.

Everything comes to an end one day, even **the life of a Volkswagen**. *And does recycling come after that? The answer here is "no", because recycling begins a great deal earlier – in fact as soon as* **a Volkswagen is born**.
(Volkswagen, 2017)

A more complex example where the rhetoric (marked bold) could be claimed to be both a personification, in assigning a car the aspects of life and birth, and a metaphor, in putting the highlight on a car living and a car being born. The clearest personification is the birth of the Volkswagen; instead of putting the spotlight on the people producing the car from start to finish it is rather put on the car being "born". The actors behind the production are suppressed and thereby cleared form responsibility and credit all at once. The metaphorical description of a car's life also polish the factors of the car increasingly breaking down as it gets older, needing repairs, check-ups and thereby increasing in expenses for the driver.

*Award-winning, modern <u>luxury</u> sedans and crossovers, **marrying** sculpted design, fuel-efficiency, spirited performance and advanced technology. It's <u>luxury</u> as it should be, your kind of <u>luxury</u>.*
(General Motors, About GM 2017)

Here is another example of metaphors (marked bold) mixed with brand mythology (marked underlined). In using the metaphor of marriage the highlight is most likely meant to be at the strong union that the word marriage most likely connotes to many of the readers. An example of how the aspects of the products are in focus instead of the people behind the production.

In regards to the presence of brand mythology the communication strives to show that the brand delivers luxury to their consumers. It is here taken for granted that luxury is what is to be desired by the costumers. It is also an example of the results derived from the study of Park, Lee and Hong (2016) where the companies are presenting the fantasy of being a higher-class company.

*By **transforming** the automobile into a **happy space** that people can **rely on anywhere** and at **any time**, we aim to add **new value to the traditional car**.*
(Hyundai, Corporate Philosophy, 2017)

When analyzing texts, most uses of the word 'new' can be a sign of presupposition usage in the text (Hansen & Machin, 2013). The presupposition in this text (marked bold) is in a way present everywhere in the text. By transforming the car it is taken for granted that every car in present possession is not a happy place that people cannot rely on anywhere and at any time as well as the claim that it is in dire need of an addition of new value. Environmental values,

which are the subject for the challenge in the first place between old and new cars, is not mentioned.

*Purpose-built vehicles reaching a higher standard through engineering excellence and innovation. **We give our customers the power to be their best**. We are Professional Grade. (General Motors, About GM, 2017)*

Here is another example of the usage of brand mythology (marked bold) in the communication. The example is not as narrow as the other examples for example going for something specific like luxury. This usage rather aims at everyone who wants to be the best person they can be to buy one of the company's products.

Focus on the car in images

The semiotic part of the analysis has aimed at finding denotations in images presented on the webpages that can connote market values or environmental values, however the major part was concentrated at the few pictures with environmental connotations.

A few of the bigger images used by the companies are dedicated to connote to environmental values and sustainability. One is a road going on beside big body of water (Hyundai, Corporate Philosophy), a true example of driving in nature with a clear connotation of environmental sustainability. There is only one car in the image as well as the road not being the major factor in the image but rather an object off focus in the lower corner, this can lead to a connotation of environment being the central focus.

One animation is also portraying connotations to environmental sustainability values. A General Motors car driving on a road with only four objects besides the car and the road: The sun, a tree and two solar cell panels (General Motors, About GM, 2017). This picture has clear connotations towards the General Motor car being in harmony with the environment as well as an environmentally sustainable community, as the solar cells most likely does not charge the car's battery directly they could have bigger connotations to an environmental society than the specific car. The tree in the picture is however very small in comparison to the car (with the car in front of the tree, the tree is all but blocked out of the picture). This does not give as strong connotations towards environmental values as if the tree would have

been taller than the car and with a big crown in contrast to the white background. The image gives a bigger connotation of the car being in focus for the company. The forests are small in comparison and the technological advancements (solar panels), which are both twice as many and much bigger than the tree in the image are of greater importance.

Volkswagen (Environmental Responsibility, 2017) presents another great example of an image with clear connotations. With a small road in the middle of a field and the background covered by a great forest and no other sign of humanity but a small sign, displaying the Volkswagen logo, the company communicates a statement on their views on environment and nature. The nature is in focus and Volkswagen and the road are both part of it but not as central to the company as its relationship to the environment and the nature.

Signs of nature are however nowhere to be seen on many of the images on the companies' pages. Hyundai's page dedicated to their philosophy and core values have a head picture showing two hands, a pencil and blueprints with the third picture is dedicated to showing a car these pictures absent of context give no connotations towards environmental values at all but rather towards market-related values like creativity, design, performance, speed, high-technology etc. Many other images present cars produced by the company on a white or industrial background, clear connotations towards a nice design, whether the car is small and slick to connote speed or grand to connote forcefulness, safety and stability. In this sense, very few of the images have connotations to environmental values but rather towards proving a high-technological production, a pretty design or a strong performance by the vehicle.

Presence of market values

Handy (2002) writes about competitiveness paradox and how every company is driven by business and financial gain through new technology and quality enhancement. Simultaneously the importance of environmental values is mentioned in order for companies to keep doing business. On the pages analysed I have searched for how the companies deal with the competitiveness paradox by searching the texts for words with connotations to market goals or environmental values. In many occasions the market related words were used in relation to providing a reason of purchase for the costumer, but some cases the terms were used in order to explain environmental prominence in the vehicle.

In the examples below, **bold** will be used to highlight market-related words and <u>underline</u> will be used to highlight the words that can have connotations towards environmental values.

*We will deliver greater **benefits** and **value** to our customers by securing **cost competitiveness** in the global market. From product development to after-sales **service**, we will ensure that every process related to the automobile is in line with providing the ultimate customer experience.*
(Hyundai, Corporate Philosophy, 2017)

This text is an example of only containing terms with connotations towards market-related values (marked bold). The words in the text can be connected to the term of cost-efficiency, a term with more connotations towards market values than environmental sustainability.

*In addition, we will continue to realize <u>sustainable</u> management by ceaselessly developing new **technologies** that aim to enhance <u>energy efficiency</u>. We will also expand our service from manufacturing finished cars to all things related to the automobile-including raw materials, auto parts, financing, used cars and <u>recycling</u>. We will also utilize **cutting-edge IT technology** to maximize connectivity with our customers.*
(Hyundai, Corporate Philosophy, 2017)

This text provides both words with connotations to environmental values (marked underlined) and market related values (marked bold). The communication in this text can be an example of the competitiveness paradox where terms with market related values are used in introducing the environmental terms and vice versa.

*Purpose-built vehicles reaching a higher standard through engineering excellence and **innovation**. We give our customers the power to be their best. We are Professional Grade.*
(General Motors, About GM, 2017)

One example in providing a very popular market-related term: innovation (marked bold). Being innovative appeared to be a very central term to the companies in this study.

*In addition, we are focusing on **innovative**, <u>renewable</u> fuels which bind CO_2 during production and effectively bring CO_2-neutral mobility within viable range.*
(Volkswagen, Drivetrain and Fuel Energy, 2017)

Here is another example where the market related term (marked bold) of innovation is used in the context of a word with connotations towards environmental values (marked underlined).

*Our automotive business will bring to life the **stability** and **convenience** that comes with **innovative technologies**.*
(Hyundai, Corporate Philosophy, 2017)

Here are more examples of market-related terminology (marked bold). This sentence displays words with connotations towards safety, practicality as well as combining the two words of innovation and technology to create a word with very high connotation towards market related values: innovative technologies. Here the terminology is not used in order to explain or motivate environmental values or activities but rather only to communicate market values. The competitiveness paradox is here out of balance in favor of the business goals.

*Award-winning, modern luxury sedans and crossovers, marrying sculpted **design**, <u>**fuel-efficiency**</u>, spirited **performance** and **advanced technology**. It's **luxury** as it should be, your kind of **luxury**.*
(General Motors, About GM 2017)

This last example portrays many words with connotations towards market related values (market bold). It does also provide one term that can be used in the context of market values as well as environmental: fuel-efficiency. In this sentence it can however be made an argument for that the term is used with the meaning of the car being cheap to drive which gives it a market related purpose. It is however a final example of how the competitiveness paradox can be addressed, by using words that can have connotations towards both environmental sustainability and market values.

Boasting or informing

Melewar, et al. (2017) describes corporate identity as the values and features that a company transmits about itself to the public and the costumers. In this study the analysis has dealt with

what features the companies transmits about themselves in relation to environmental values. This has been done in order to see how the companies take on the challenge of transmitting environmental sustainability and connecting it to the corporate identity.

General Motors are quite clear in their corporate identity, as communicated on the webpage they want to convey being the best and the unique ones even regarding environmental sustainability. This can be explained by their many discursive choices (marked in bold in the examples below) of communicating how they won the most EPA rewards, have the most landfill-free facilities etc.

__We were granted more clean-energy patents than anybody else__ for more than a decade. (General Motors, About GM, 2017)

73 Facilities received EPA energy star challenge for industry, __more than any other company__. (ibid.)

__General Motors is the only automaker__ to sign a climate declaration making tackling climate change a priority. (ibid.)

We have 122 landfill-free facilities, __more than any other automaker__. (ibid.)

This market communication is very interesting with the report on the most environmentally friendly car companies of 2014 in mind, General Motors came in next to last on the list, below the other companies in the study (Cook, 2014). The environmental values are however the farthest down on the page, giving to believe that even though they communicate big activity in achieving environmental sustainability, it is not at the centre of their corporate identity.

Other communicated forms of corporate identity in this study are less focused on portraying dominance but more on delivering information.

__Hyundai Motor Company recognizes the importance and impact that automobiles have on society and mankind__. It strives to play a role that extends beyond being a simple car manufacturer to become customers' lifetime companion. It will build connections with customers by fulfilling its vision to become a "lifetime partner in automobiles and beyond"

and participate in working "together for a better future" as a constituent of Hyundai Motor Group.
(Hyundai, Corporate Philosophy, 2017)

At Volkswagen, responsibility for the environment means producing clean cars in clean factories. *This sounds simple, but as so often it is the simplest targets which involve highly complex operations. And what do we actually mean by a 'clean car'? A car with low fuel consumption? Definitely, but there's a lot more to it …*
(Volkswagen, Environmental Responsibility, 2017)

These sections taken from the sample does less in trying to convince a reader of their dominance in the field. With that said they do not stray from linking the company with environmental sustainability and activities, which can be showed by how the company uses the company name in connection to the environmental activities as marked in bold in the examples. This gives to believe that despite the overall peripheral positioning of environmental values, they do connect them to their corporate identity.

Nothing new on Facebook

Previous research explains the importance for companies to complete their presence by being on social media. In order to see if the companies present a different corporate identity on the 'About Us'-section on Facebook than on their webpages, I have analysed their profile with the following result.

Neither one of the companies in this study put much focus on marketing communication on their 'About Us'-section on Facebook. The section was instead more filled with some basic history of the company as well as rules to abide by in order to contribute to the page as a visitor regarding language etc. In order to find the company core values and such the visitor is instead encouraged to visit the company webpage. This fails to follow the recommendations by Hisyam Selamat, Mat Saat and Raja Mohd Ali (2016) to complete their marketing communication with social media usage when it comes to presentation of a corporate identity.

Further Discussion and Impressions

Not all of the insights discovered in this analysis was relevant for answering the specific questions of this study, however they are still interesting to the major aim of this study, which is analysing the marketing communication presented on the companies' webpage.

Webpage layout

The webpage with the absolute most text on it regarding environmental sustainability and activities related to the environmental aspect of CSR is Volkswagen's. The difference between their page and General Motors, who works very little with text overall on the analysed page, is extreme. While Volkswagen conducts more of an explanatory and informative communication, explaining how their technology works in a sense that can make it a bit to complex and difficult to understand for a layman, General Motors write short and immodest about received awards and aspects easier to understand.

Accessibility

In order to reach the environmental stories on Hyundai's webpage comparable to the articles published by General Motors you have to go through a headline containing one of the words listed as possible to have a connotation towards market values: 'innovation'. This way the environmental sustainability could be considered to be beneath market goals and values since topics like 'safety' and 'design' all have headlines alongside with innovation. Another page under innovation is another term that could be linked to market values: technology. As this chapter is placed above the environmental sustainability page 'Eco' I can make the assumption that the order of the pages is not alphabetical, but rather focus-oriented. In order to find the page of core values comparable to 'About GM' you do however have to search further and go through headlines carrying names without connections to environmental sustainability (from 'About Hyundai' to corporate to information to philosophy). Just in page-orientation, Hyundai can be considered to communicate a bigger market value focus than environmental when dealing with the paradox of competitiveness. Furthermore, according to Esrock and Leichty (2000), CSR is mostly used where it can reach multiple audiences. The reach is a narrow area in this study, as the presentation of environmental values has a rather complex accessibility they are most likely only reached by the audience already interested in the subject.

Elusive communication

Some of the examples from the text can also be used as examples of how the text is quite elusive, 73 of General Motors' facilities received EPA energy star and that was more than any other company in regards to amount, but if the numbers would be accounted for in percentage of total numbers of facilities, would it still be as impressive? The amount of landfill-free facilities does not describe or address what is done regarding all the facilities that are not landfill-free. If you as a reader and webpage visitor is willing to look further however there are many completing articles in a different sub-page on the website containing specifics comparable to the ones presented by Volkswagen. This can be connected to the study performed by Maignan and Ralston (2002) where specific CSR issues and principles discussed in the communication was the focus. My study shows that the specificity is varying in order to be very specific in certain terms and elusive in others by use of the rhetorical tools.

Complex Communication

The Volkswagen communication regarding environmental sustainability is a very mixed one, where there are rhetorical questions aimed at the reader in one section and complex, technological terms in the next. The absolute majority of the texts are explanatory ones regarding things like CO_2-emissions and production effectiveness.

It is our target to reduce – by the year 2018 – the environmental impact of the production of every car by 25% compared to 2010. With correspondingly less energy, waste, CO_2 and solvent emissions and with less water consumption. (Volkswagen, 2017)

The greatest opportunity for sustainable automobility is to be found on the road, when the vehicle is in use. Our contribution to this is ensuring that every new Volkswagen is at least 10% more efficient than its predecessor model. In addition, by 2020 we will reduce the average CO_2 emissions of our EU fleet of new vehicles to 95 g per kilometer. And to help our customers to drive sustainably we offer fuel-economy training courses, for example, which enable reductions of up to 25% in fuel consumption and emissions. (ibid.)

These are two examples of the specificity of Volkswagen on their webpage. The texts are long, maybe to long for people to read all of them, but they are specific and less focused on how Volkswagen is unique or the best in comparison to the communication by General

Motors. The specificity could however be claimed to be a perceived form of specificity in the same manner as the landfill-free facilities and the EPA awards. The percentages and grams listed as goals for Volkswagen does not say much to someone who is unfamiliar with the topic, for example how much is 95 g per kilometer? It might be very impressive, or not as impressive, a person who is not very well read in the topic of CO_2-emissions will probably not know.

The lack of presentation on Facebook

The Facebook profiles presented by the companies did not provide much regarding the companies' values. The main topic was rather rules to abide by in order to contribute to the page as a visitor or in some case history of the company. An idea as to why the companies lacked in presentation on this page could be the way that a company can share important news on their feed, showing the followers what they do in a manner more open to dialogue than the one-way communication provided by the profile presentation.

Concluding Answers

In conducting this study I had several questions that needed to be answered. During my analysis I found that the questions were useful in directing me towards my aim. Below are the questions and respective answers as retrieved through the study.

What semiotic connotations can be linked to words and images used in the marketing communication?

The absolute majority of the pictures used by the companies have clear connotations towards market-related values such as design, safety, high technology or innovation. A few pictures were very clear in their connotations towards environmental values with natural elements present such as water or trees. The clear majority of images dedicated to portray values related to market goals can be seen as an aspect of how the companies deal with the competitiveness paradox and favour the traditional market values.

What rhetorical tools and other concepts are used in the marketing communication?

There are a wide variety of rhetorical tools used in all the texts. Metaphors, presuppositions, personifications, personifications, business rhetoric as well as brand mythology was used by

the companies' marketing communication. As using rhetorical tools can be a sign of the companies wanting to attempt to persuade or convince the readers it is not a big surprise to find a broad spectre of rhetorical tools in the marketing communication. However the findings are still interesting in order to see the many different forms of rhetorical tools that the companies use in order to persuade the costumers that the costumers probably are completely unaware of.

Where does the focus of the marketing communication lie?

The focus of the marketing communication is of varying difficulty to determine because of the variety of texts analysed, two were very similar in disposition and content but the third webpage did not have an equal page so the focus was entirely on environmental sustainability and environmental activities. Regarding the two pages that were similar, the focus was clearly not on environmental values. The sections devoted to environmental activities and values were situated at the very bottom of the page, often overshadowed by sections regarding making fast and safe cars for the costumers. The focus of the marketing communication can therefor be claimed to be in market related values for the most part in the situations where the pages were comparable.

How are the companies dealing with the tension between market goals and environmental values?

How the companies deal with the tension can be compared to the focus of the pages. Market values often come before communicating environmental values to the page visitors. In this sense the tension is indeed situated in a clear preference to communicating towards the traditional market values. If the environmental values had a higher priority in dealing with the paradox, one easy way to show this would be to move the sections to put the environmental focus higher on the page. In many cases the texts showed a mixture where market-related terminology was used in the same context as environmental values hence giving more of a balance between communicating market values and environmental sustainability. This usage can be compared to the findings of Prasad and Holzinger (2013), Fraj-Andrés et. al (2012) and Loureiro, Dias Sardinha and Reijnders (2013) showing that implementation of CSR and environmental values can be a consequence of market and costumer opinion.

What role does environmental values have in the communication of the companies' corporate identity?

Environmental values have a small part in the companies communication of their corporate identity the major focus amongst all the companies are rather the products with their traditional market related attributes. Even though the values of environmental sustainability are absent from the centre of the companies' corporate identity, all of the companies are linking environmental values to their corporate identity in their marketing communication. This falls in line with the results of Hildebrand, Sen and Bhattacharya (2011), establishing the importance of CSR in order to build a corporate identity that reaches a broad variety of people. Melewar and Karaosmanoglu (2006a) and Melewar et al. (2006b) all declare the importance of communication to the building of a corporate identity in their studies. In this sense the companies could use more of environmental values in the communication and put a bigger focus on the topic in order to build a more environmental identity.

So, how are the companies using environmental values in their marketing communication?

Every one of the companies used environmental values and CSR activities in their marketing communication, making them more likely to implement them in reality according to Schneper et al. (2015). The overall answer is that environmental values are not a priority in the companies marketing communication as presented on the webpages subjected for analysis. The dominant factors are rather related to traditional market values like design, innovation, high technology as well as big commitments from the companies in order to "earn costumers for life" (General Motors, About GM, 2017) and becoming a "Lifetime partner in automobiles and beyond" to their costumers (Hyundai, Corporate Philosophy, 2017). In order to achieve this the values of environmental sustainability have a place amongst the companies, it is not at the center though.

Suggestions Regarding Future Research

Many suggestions can be made regarding future research, either in regards to related cases or future research within the same topic. Below are some of the suggestions inspired by my study.

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Increase the sample

One issue I faced with this study was how narrow the sample became in the context of the many different webpages and subpages available at the companies' websites. A suggestion for further research could therefor be to increase the sample to entire websites with the same number of companies in order to get a more full impression of the overall website self-presentation. A problem with this study could however be that it would become more of a content analysis and less of a detailed analysis on a term level. This suggestion is not only for car companies but any industry with challenges regarding CSR-values and sustainability.

Decrease the sample

Another suggestion would be to actually decrease the sample to one or two pages. One issue with increasing the sample could be a loss of discursive focus, why this suggestion is fewer companies and more pages to analyze. If one company in particular is rewarded or presented as the best in environmental sustainability (such as Hyundai in this study), one study could be an overall semiotic and rhetorical analysis of the website. This suggestion is not only for car companies but any industry with challenges regarding CSR-values and sustainability.

Focus on advertising

Analyzing websites can be viewed like a way to analyze passive communication, as it is less likely that companies want to reach the public with their webpages like it would be that they want to reach the public with their products. This is why analyzing the advertising that companies send out would be of interest, to see what messages and values the companies are actively trying to reach the public with. This suggestion is not only for car companies but any industry with challenges regarding CSR-values and sustainability.

Studying the impressions

Even though the companies try to persuade the public by using certain values and messages, they might not be what the viewers of the material hold on to. In this sense it would be of interest to see what visitors of the webpage or viewers of the advertising who does not have a clear agenda in analyzing find and absorb in visiting the webpage or viewing the advertising. This could be done either by questionnaires, focus groups or interviews. This suggestion is not only for car companies but any industry with challenges regarding CSR-values and sustainability.

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Appendix 1 – General Motors Webpage

OUR **COMPANY**

GENERAL MOTORS IS A GLOBAL AUTOMOTIVE COMPANY UNITED BY A SINGLE PURPOSE:

TO **EARN** CUSTOMERS FOR **LIFE**

Earning customers for life is the foundational promise of General Motors.
It is a commitment to treat every customer with respect. To care about a customer, not just when they purchase a new vehicle, but for as long as they own the vehicle. Appreciating customers and fighting every day to earn their loyalty inspires us to make better, safer, higher value cars, trucks and crossovers.

OUR **PEOPLE**

General Motors employs the finest workforce in the automotive world. We are a richly diverse and dedicated team.

225,000
EMPLOYEES

WE SERVE CONTINENTS **6**

ACROSS TIMEZONES **23**

GLOBAL HEADQUARTERS
DETROIT
MICHIGAN, USA

AND WE SPEAK LANGUAGES **70**

你好 HOLA! שלום
مرحباً BONJOUR!

OUR **BRANDS**

From electric cars to heavy-duty full-size trucks, General Motors provides a complete range of vehicles that meets the needs and expectations of drivers on a truly global scale. There are 10 distinctive automotive brands under the General Motors corporate umbrella: Chevrolet, Buick, GMC, Cadillac, Opel, Vauxhall, Holden, Baojun, Wuling, and Jiefang.

CHEVROLET

An innovative range of award-winning, affordable and fuel-efficient cars, trucks, and SUVs. All delivering first-class refinement in every detail from design, performance, and technology in mind.

LEARN MORE AT CHEVROLET.COM

2017 CHEVROLET BOLT EV[1]

BUICK

Award-winning, modern luxury sedans and crossovers, marrying sculpted design, fuel-efficiency, spirited performance and advanced technology. It's luxury as it should be, your kind of luxury.

LEARN MORE AT BUICK.COM

2017 BUICK LACROSSE[2]

GMC

Purpose-built vehicles reaching a higher standard through engineering excellence and innovation. We give our customers the power to be their best. We are Professional Grade.

LEARN MORE AT GMC.COM

2017 GMC ACADIA

CADILLAC

The bold, daring and original Cadillac lineup seamlessly blends driving dynamics, refinement and technology to satisfy enthusiasts and luxury seekers alike.

LEARN MORE AT CADILLAC.COM

2017 CADILLAC XT5 CROSSOVER

OPEL

We live and breathe the German commitment to quality. It's evident in our precision-engineered, affordable vehicles and, above all, in the ride and handling that make every Opel so exciting to drive.

LEARN MORE AT OPEL.COM

OPEL ASTRA

VAUXHALL

Vauxhall has always emphasized forward thinking – creating exciting, clever designs that anticipate customers' needs and set the trends.

LEARN MORE AT VAUXHALL.COM

VAUXHALL MOKKA

HOLDEN

One of only seven fully integrated global General Motors operations that designs, builds and sells vehicles for Australia and the world.

LEARN MORE AT HOLDEN.COM

HOLDEN CAPTIVA 7

BAOJUN

As General Motors' youngest brand in China, Baojun means "trustworthy companion" and gives first-time buyers access to reliable, attractive vehicles that meet high-quality, global standards.

LEARN MORE AT AUTOBAOJUN.COM

2016 BAOJUN 560

WULING

With the goal of enriching customers' lives, Wuling provides affordable small and mini-car products to meet the needs of both individual and commercial customers in China and other global markets.

LEARN MORE AT WULINGMOTORS.COM

WULING RONGGUANG S

JIEFANG

"Driven by Global Strength," Jiefang offers a range of high-quality light-duty trucks - from entry-level to mid-size to high-end models.

LEARN MORE AT FAWJIEFANG.COM

JIEFANG F330

IN 2016, WE **DELIVERED**
10 MILLION
VEHICLES GLOBALLY

A **CHEVY IS SOLD** SOMEWHERE IN THE WORLD
EVERY **8.33**
SECONDS

THERE ARE OVER
19,000 DEALERS
SELLING VEHICLES IN OVER

125
COUNTRIES

GENERAL MOTORS WILL OPEN FIVE NEW MANUFACTURING PLANTS
IN **CHINA** BY 2018 TO SUPPORT
SALES OF NEARLY
5 MILLION VEHICLES ANNUALLY

**CHEVROLET** WON THE
2016 MOTOR TREND CAR AND TRUCK OF THE YEAR

OUR **COMMITMENT**

SAFETY & QUALITY

We assign the highest priority to matters that impact our customers' well-being and quality of life. As a result, General Motors is driven to maintain the highest quality standards. Quality and safety are part of our very foundation. Safety is something we will never compromise.
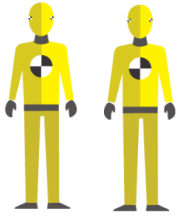
WE DESIGNED
CRASH TEST
DUMMIES
THAT REMAIN THE **GLOBAL STANDARD**
FOR FRONTAL CRASH TESTING

THE FIRST NORTH AMERICAN
AUTO MANUFACTURER
TO BUILD A
ROLLOVER
TEST FACILITY

★ ★ ★ ★ ★

19

GENERAL MOTORS
HAS MORE 2016 MODELS WITH A
**5-STAR OVERALL
VEHICLE SCORE**
THAN ANY OTHER MANUFACTURER
SELLING IN THE U.S.

MORE THAN
7 MILLION
ONSTAR SUBSCRIBERS
GLOBALLY

THE **2016 CHEVROLET VOLT** TWO TIME
WINNER OF THE
**GREEN CAR OF
THE YEAR AWARD**
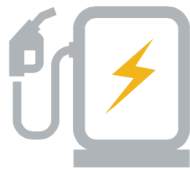
2016
GREEN CAR
OF THE YEAR
GREEN CAR JOURNAL

TECHNOLOGY

Historically, General Motors technology has always been on the forefront. We continue to excel in engine and drivetrain development, and strive to push exciting advancements in alternative energy and purposeful vehicle design.

51

OFFERING
4G LTE CONNECTIVITY
**ON MORE VEHICLES THAN ANY OTHER
AUTO MANUFACTURER COMBINED**

CREATING THE AFFORDABLE
ALL-ELECTRIC CHEVROLET BOLT EV,
OFFERING UP TO AN EPA-ESTIMATED
238 MILES OF PURE ELECTRIC RANGE ON A FULL
CHARGE[3]

ENHANCING
DRIVER VISION & SAFETY
WITH A **PATENTED STREAMING VIDEO REARVIEW MIRROR**
DEBUTING ON THE 2016 **CADILLAC CT6**.

ENVIRONMENT

A key focus of our customer-first approach is to seek creative and innovative solutions for the environment. We consistently adopt policies and develop technologies that promote a cleaner planet from supply chain to manufacturing to the vehicles we put on the road.

WE WERE GRANTED MORE
CLEAN-ENERGY
PATENTS
THAN ANYBODY ELSE FOR MORE THAN A DECADE

73 FACILITIES RECEIVED
EPA ENERGY STAR
CHALLENGE FOR INDUSTRY
MORE THAN ANY OTHER COMPANY

GENERAL MOTORS IS THE **ONLY AUTOMAKER** TO SIGN A
CLIMATE DECLARATION
MAKING **TACKLING CLIMATE CHANGE**
A PRIORITY

WE HAVE **122**
LANDFILL-FREE FACILITIES
MORE THAN ANY OTHER AUTOMAKER

OUR GLOBAL COMMUNITY

For decades, the GM Foundation has donated hundreds of millions of dollars to support education, health and human services, the environment, community development and disaster relief efforts.

GM FOUNDATION

BUICK ACHIEVERS
SCHOLARSHIP PROGRAM

Safe Kids

Habitat
for Humanity

GM FOUNDATION

GM Foundation provided grants totaling $2.875 million to support 29 leading universities and organizations in 201 grants totaling nearly $45.6 million over the last decade.

BUICK ACHIEVERS SCHOLARSHIP PROGRAM

Buick Achievers Scholarship Program annually awards scholarships up to $25,000 to students pursuing STEM majors and other fields related to the auto industry.

SAFE KIDS USA

For nearly two decades, General Motors and the GM Foundation have partnered with Safe Kids to promote child passenger safety.

HABITAT FOR HUMANITY

The GM Foundation is committed to helping Habitat for Humanity partner families find homes and supporting United States military veterans through programs designed to move their lives forward.

UNITED WAY

In 2011, the GM Foundation pledged $27.1 million to United Way of Southeastern Michigan to increase graduation rates from 50 to 80 percent by 2015.

Appendix 2 – General Motors Facebook

General Motors ✓
@generalmotors

ⓘ **Om**

Welcome to the official GM fan page. Share your thoughts, tell us your story and join in on the discussion.

ⓘ **Företagsfakta**

A lot is happening at General Motors and we couldn't be more excited. For us, change means improvement, which is why we're eagerly getting down to the business of restructuring, to build a better company.

At General Motors, we're reinventing our vehicles, our company and our place in the world.

Appendix 3 – Hyundai Webpage

Philosophy

Corporate philosophy

HYUNDAI
Hyundai Motor Company
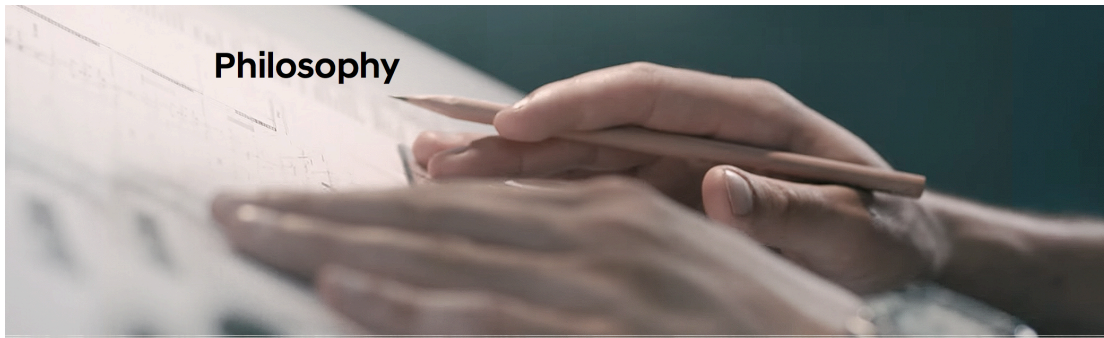
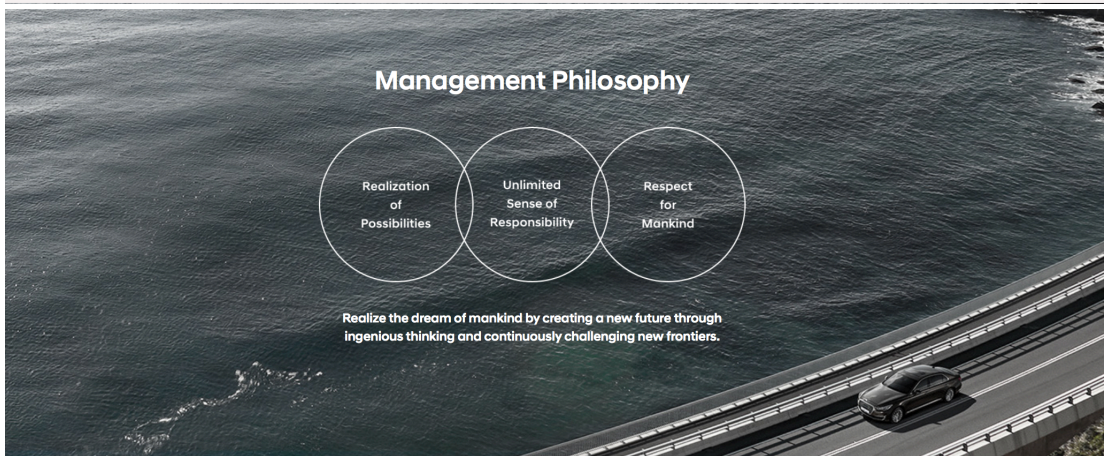Philosophy
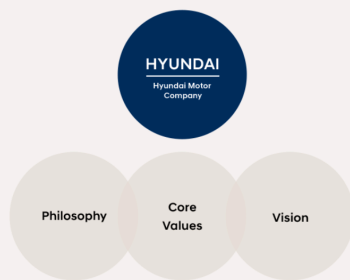
Core Values

Vision

Management Philosophy

Hyundai Motor Company's most fundamental reason for being, and the foundation for its continued existence.

Core Values

Guiding principles for employee behavior and decision making that are essential to realizing our management philosophy and vision.

Vision

Hyundai Motor Company's goal for the next decade that will be followed through with concrete business strategies and action plans.

Management Philosophy

Realization of Possibilities

Unlimited Sense of Responsibility

Respect for Mankind

Realize the dream of mankind by creating a new future through ingenious thinking and continuously challenging new frontiers.

Core Values

Hyundai Motor Company recognizes the importance and impact that automobiles have on society and mankind. It strives to play a role that extends beyond being a simple car manufacturer to become customers' lifetime companion. It will build connections with customers by fulfilling its vision to become a "lifetime partner in automobiles and beyond" and participate in working "together for a better future" as a constituent of Hyundai Motor Group.

Customer

We promote a customer-driven corporate culture by providing the best quality and impeccable service with all of our effort aimed at satisfying our customers.

Challenge

We refuse to be complacent, embrace every opportunity for greater challenge, and are confident in achieving our goals with unwavering passion and ingenuity.

Collaboration

We create synergy through a sense of "togetherness" that is fostered by mutual communication and cooperation within the company and with our business partners.

People

We believe that the future of our organization lies in the hearts and capabilities of individual members and will help them develop their potential by creating a corporate culture that respects talent.

Globality

We respect the diversity of cultures and customs, aspire to be the world's best at what we do, and strive to become a respected global corporate citizen.

Vision 2020

Lifetime partner in automobiles and beyond

Hyundai Motor Group established a new vision, "Together for a better future." in order to fulfill its role and responsibility as a trusted global firm. Hyundai Motor Company defined its vision of being a "Lifetime partner in automobiles and beyond" to come one step closer to its customers and become their beloved brand. A car is no longer simply a means of transportation that links people to people; it has become a life space that occupies a central role in people's lives. As such, Hyundai Motor Company seeks to become a lifetime partner in the everyday lives of customers. At this very moment, It is developing eco-friendly and human-oriented technologies for the future and setting up optimized global management systems in order to provide the best experience to its customers.

Bring a new perspective to automobiles

Innovative mobility solutions

Human-centric, eco-friendly technologies and services

Bring a new perspective to automobiles

We want to expand the concept of the automobile from the simple means of transportation that it is now, to a new space that connects people to their families, work, and society. By transforming the automobile into a happy space that people can rely on anywhere and at any time, we aim to add new value to the traditional car.

60

Bring a new perspective to automobiles

Innovative mobility solutions

Human-centric, eco-friendly technologies and services

Innovative mobility solutions

We will deliver greater benefits and value to our customers by securing cost competitiveness in the global market. From product development to after-sales service, we will ensure that every process related to the automobile is in line with providing the ultimate customer experience.

‹   ○ ● ○   ›

Bring a new perspective to automobiles

Innovative mobility solutions

Human-centric, eco-friendly technologies and services

Human-centric, eco-friendly technologies and services

Our automotive business will bring to life the stability and convenience that comes with innovative technologies. In addition, we will continue to realize sustainable management by ceaselessly developing new technologies that aim to enhance energy efficiency. We will also expand our service from manufacturing finished cars to all things related to the automobile-including raw materials, auto parts, financing, used cars and recycling. We will also utilize cutting-edge IT technology to maximize connectivity with our customers.

‹   ○ ○ ●   ›

Appendix 4 – Hyundai Facebook

ℹ️ Om

Better drives us. From the vehicles we make, to the services we offer. Follow us as we strive for better, one post at a time.

ℹ️ Företagsfakta

New Thinking. New Possibilities.

🏆 Priser/utmärkelser

We've won awards from the leading automotive press — but our greatest achievement is winning over our owners, time and again.

ℹ️ Produkter

For over 25 years, Hyundai has been committed to giving our drivers everything they need and deserve.

Today, we feature nine fuel-efficient Ultra-Low Emission Vehicles (ULEVs), nine vehicles with 5-star crash safety ratings (NHTSA), and every vehicle we make is protected by America's Best Warranty. We recently introduced the revolutionary Hyundai Assurance vehicle return program.

We've won awards from the leading automotive press — but our greatest achievement is winning over our owners, time and again.

Responsibility for the Environment.

At Volkswagen, responsibility for the environment means producing clean cars in clean factories. This sounds simple, but as so often it is the simplest targets which involve highly complex operations. And what do we actually mean by a 'clean car'? A car with low fuel consumption? Definitely, but there's a lot more to it …

Development and Production

At Volkswagen, a car is preferably designed from the very beginning in such a way that it can be manufactured, driven and one day recycled in a way which protects the environment. As a result, environmental experts are involved from the very start of the initial design operations. They make sure that across its entire life cycle a new vehicle achieves the best possible values in terms of protecting the climate, conserving resources and protecting health.

The name of this all-round approach is **Think Blue. Engineering.**

After the development work, the production process begins. It is our target to reduce – by the year 2018 – the environmental impact of the production of every car by 25% compared to 2010. With correspondingly less energy, waste, CO_2 and solvent emissions and with less water consumption.

The name of this clean production process is **Think Blue. Factory.**
Use and Recycling

The greatest opportunity for sustainable automobility is to be found on the road, when the vehicle is in use. Our contribution to this is ensuring that every new Volkswagen is at least 10% more efficient than its predecessor model. In addition, by 2020 we will reduce the average CO_2 emissions of our EU fleet of new vehicles to 95 g per kilometre. And to help our customers to drive sustainably we offer fuel-economy training courses, for example, which enable reductions of up to 25% in fuel consumption and emissions.

After many years of economical driving the life of the vehicle is rounded off by the recycling process. Thanks to clever design, all of today's new Volkswagen models can be recycled to 85 % and recovered to 95 %.

Protecting Nature and Species Diversity

At Volkswagen, responsibility for the environment goes well beyond the automobile and its use. Accordingly, we support a range of concrete projects involving the protection of nature and species diversity, for example projects involving the renaturation of river and moor landscapes in cooperation with such organisations as Germany's nature conservation organisation

Naturschutzbund Deutschland e.V. (NABU).
All activities are implemented within the scope of our Think Blue. approach. With this approach we motivate people to act sustainably and demonstrate how satisfying it can be to achieve change – and of course we make sure we set a good example.

Heading For the Future:
Drivetrain and Fuel Strategy

The aim is clear: CO_2-neutral and sustainable mobility. But how do we achieve this aim: with electric cars? With fuel cell vehicles? With hybrid and plug-in hybrid vehicles? Or with conventionally powered cars? Volkswagen is showing the way with its drivetrain and fuel strategy.

Our drivetrain and fuel strategy consists of optimising conventional drivetrains with simultaneous electrification of our model range. Until CO_2-neutral and sustainable mobility becomes reality the classical drivetrain and electro-mobility will continue to co-exist in future, too. The reason for this is that every concept has to be focused on customers and their requirements.

Electro-mobility

Further electrification of our model range is an important element when it comes to reducing the CO_2 emissions of new cars. This approach is a decisive component of the Volkswagen strategy. Accordingly the Golf, our most successful model, is already available with all the

currently relevant drivetrain formats: from the conventional internal combustion engine - via gas-powered vehicles and the Golf GTE as a plug-in hybrid - right down to the fully electrically-driven e-Golf. We are working on the assumption that the proportion of CO_2-neutral energy sources, for example electricity from solar, wind and water power will increase, thus continuing to improve the overall carbon footprint of electro-mobility concepts.

CO2-neutral Fuels

One example of CO_2-neutral fuels is biofuels of the next generation. The most significant of these are biomethane, which is generated from waste materials, and synthetic natural gas. The latter is produced in electrolysis and methanisation facilities, which operate on electricity derived from wind energy, a regenerative source. Sustainably generated natural gas already enables almost CO_2-neutral mobility. In recent years, Volkswagen has continuously expanded the range of its CNG-powered vehicles. In addition, we are focusing on innovative, renewable fuels which bind CO_2 during production and effectively bring CO_2-neutral mobility within viable range.

Everything Under Control:
Carbon Footprints

In the past the sustainability of a car was measured purely by what came out of its exhaust. Nowadays, however, within the framework of complex carbon footprint calculations, we look at the entire life cycle of the vehicle – from the initial blueprint to the final recycling process.

Volkswagen's approach of producing cars so that they will be as sustainable as possible along their entire life cycle is based on the "life cycle engineering" principle. For this purpose,

life cycle assessments (LCAs) are implemented in order to analyse the environmental impact of new vehicles in the development stage across their entire product life.

Calculating Data

For the production phase, the relevant data for all components and processes has to be calculated. The analysis is based on vehicle parts lists, the Volkswagen Material Information System (MISS) and external databases. The creation of a carbon footprint model on the basis of these data sources is then carried out with the aid of an IT instrument developed specially for this purpose by Volkswagen.

Calculating Emissions

During the operational phase, fuel consumption and emissions are viewed across the entire useful life of the vehicle. The relevant calculation is based on the statutory New European Driving Cycle (NEDC). In addition to the emissions generated during driving, the processes involved in fuel production are also looked at during the vehicle's operational life. In the final stage of its life cycle, the recycling process, the energy consumed and emissions involved in dismantling and processing the vehicle are calculated.

Analysing the Environmental Impact

In a further stage, all the emissions calculated are assigned to their potential environmental impact. CO_2 and methane, for example, contribute towards the greenhouse effect. Further environmental impacts are summer smog, acidification, ozone depletion and excessive fertilisation.

Taking Appropriate Action

At an early stage, these life cycle assessments provide Volkswagen with information about the most favourable ecological solution. On this basis, measures can be designed which will achieve the greatest ecological effect across the entire life cycle.

Well Built: Production

By the year 2018, Volkswagen intends to reduce the environmental impact of every vehicle vehicle and component it produces by 25% compared to 2010 levels. The company measures the achievement of its targets on the basis of five key indicators: energy, water, waste, CO_2 and emission of solvents.

Lower Energy Consumption

Within an automobile factory, energy is consumed in many different areas: from electricity to power the plant and machinery via gas for the production processes right down to heating for ambient purposes. In all areas of consumption, Volkswagen takes full advantage of the available savings potentials and applies efficient technology such as ventilation equipment which responds to actual requirements, and lighting systems controlled by sensors.

Lower Water Consumption

When it comes to water, Volkswagen aims at creating closed circuits, with used water being treated as often as possible so that it can be re-used. At the same time, Volkswagen uses increasingly less fresh water, for example by replacing the water-intensive wet washing used in bodywork painting by dry paint separation.

Less Waste

At Volkswagen, the majority of the waste generated by production and in the workshops is recycled. The basic principle on which the company operates is "avoid, reduce, recycle, remove". The amount of waste which can't be re-used and has to be removed from the economic cycle is constantly reduced further by Volkswagen, using advanced methods of separation, the modification of internal processes and new ways of recycling.

Lower CO_2 Emissions

Volkswagen reduces the CO_2 generated during production by the use of sustainable energy from regenerative sources such as wind, water and sun. This comes in part from large solar module installations on the roofs of the company's production facilities and energy from its own biomass cultivation, for example in the "energy forest" at the Emden plant. Indirect CO_2 emissions are avoided by optimised plant technology, for example, by hydraulic pumps operating at increased efficiency.

Lower Emission of Solvents
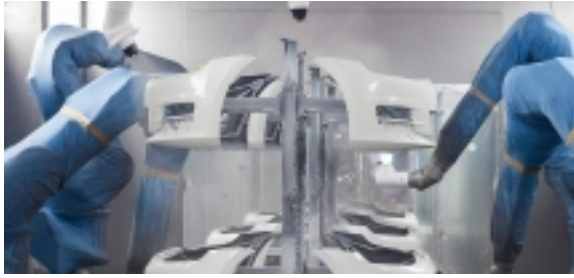
Solvent emissions are constantly being reduced in all areas, for example, in the paint shops with the aid of innovative processes for purifying exhaust air, or with new techniques for reducing the consumption of detergents. For example, by shortening the spraying intervals and applying new paint formulae it has been possible to reduce solvent requirements in the paint shop of the company's Spanish plant in Palmela by 14 %.

Think Blue. Factory.
Under its "Think Blue. Factory." programme Volkswagen groups all activities and projects aimed at increasing ecological sustainability in production. However, "Think Blue. Factory." is a constantly growing ready-made package of measures and tools as well a platform for the exchange of ideas and activities at the individual factories. Thanks to the active transfer of know-how with examples of best practice, there is daily growth in the shared stock of ideas on what is viable and possible.

To ensure that these measures can be implemented in actual production, individual development programmes are drawn up by the single factories – with step-by-step plans for reducing environmental impact. The appropriate equipment is provided by the "Think Blue. Factory." package of extensive methods and measures.

Knowing What Counts:
Environmental Information

Environmentally-friendly mobility requires teamwork, because one precondition is a

manufacturer that builds sustainable cars. A further precondition is drivers who know how to use them properly. For Volkswagen, both elements are important, which is why the company provides its customers with the best possible information on conserving the environment.

Efficiency Labels

Environmental information begins ahead of the vehicle purchase: especially sustainable models are identified by efficiency labels and provide potential customers with clear orientation. For example, with regard to the drivetrain, the BlueMotion label stands for the most economical vehicle in its class. BlueMotion Technology identifies specific equipment packages featuring highly efficient technology, such as an automatic start-stop function. And TGI BlueMotion identifies gas-powered vehicles, which emit approximately 25% less CO_2 than petrol engines.

Environmental Commendations

On top of the initial general labelling of efficient vehicles, Environmental Commendations provide more detailed information. They offer potential customers information about the environmental impact of the vehicle –viewed across its entire life cycle. The core element of an Environmental Commendation is a detailed carbon footprint which is audited and certified by TÜV Nord. Volkswagen draws up Environmental Commendations for many of its models, while for all models produced by Volkswagen, there is a concise analysis of its environmental impact, the so-called "environmental profile".

Fuel-saving Training

Before they purchase their new car, the Volkswagen BlueMotion Check app assists potential purchasers in selecting the right drive system for the vehicle. After the purchase, Volkswagen informs its customers about the most efficient way to drive. This is implemented in brochures, online programmes and above all directly on the road, with the Think Blue. EcoTraining within the Volkswagen Driving Experience. In addition, in cooperation with the

Naturschutzbund Deutschland e. V. (NABU) environmental organisation, Volkswagen provides training courses in fuel saving throughout Germany. Those who take the courses can reduce their fuel consumption by up to 25%.

# Looking To the Future: Recycling

Everything comes to an end one day, even the life of a Volkswagen. And does recycling come after that? The answer here is "no", because recycling begins a great deal earlier – in fact as soon as a Volkswagen is born.

As early as the design stage, exactly those components are selected which will have the lowest possible environmental impact in the later vehicle. Even at this stage, the developers analyse how a part which is subject to wear and tear – for example brake linings – can be disposed of later. And they ask themselves how a component can be designed in such a way that it can be produced, mounted and then later disposed of in the most energy-efficient way possible.

Reconditioning of Parts

However, recycling also takes place during the vehicle's operational phase: for example, if a component such as a gear unit has to be replaced this does not mean that this gear unit is immediately disposed of. It can be reconditioned. This is the principle behind the "Original Replacement Parts" programme operated by Volkswagen. Since the company was founded more than 60 years ago approximately 7.9 million engines, 2.9 million gear units and more than 78 million individual parts have been distributed within this programme. The reconditioning of engines alone saves approximately 7,000 t of steel every year.
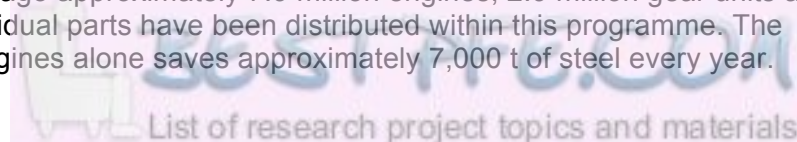
Returns

Sooner or later even the finest automobile existence comes to an end. After that a Europe-wide network of certified disassembly plants is available for the return and sustainable recycling of the vehicle, which can, as a rule, be returned free of charge.

Recycling
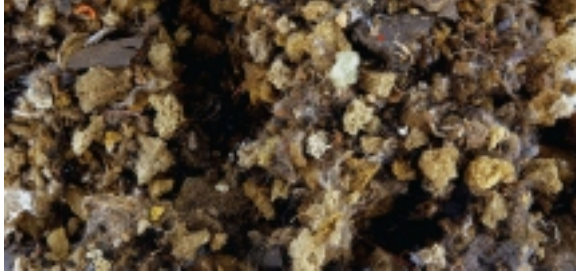
After the car has been professionally disassembled, it remains a valuable source of raw materials. For this purpose, Volkswagen has developed a recycling process which comes into action after the dismantled vehicle has been shredded. Thanks to the multiple award-winning VW SiCon process, the shredder residues can then be divided up into three distinct types of material:

shredder granulate made of hard plastics, which can be used in the smelting furnace as a reducing agent for iron ore

shredder fluff consisting of textiles and foam, which forms an effective dewatering agent for sludge and

shredder sand consisting of glass, fine-grained iron and paint residues, which is used for filling disused mines and can also be applied as a building material.

These intelligent recycling systems which cover the entire life cycle of a vehicle enable a 95 % recycling level for used cars.

Appendix 6 – Volkswagen Facebook

Company Overview

Volkswagen är Sveriges ledande importmärke. Modellerna täcker de flesta segment på bilmarknaden.

Den 15 juli 1948 rullade de fyra första "Folkorna" ut på de svenska vägarna. Folkan blev snabbt populär och var under många år Sveriges mest köpta bil.

År 2015 registrerades cirka 52 000 Volkswagen personbilar på den svenska marknaden. Det gav en marknadsandel på 15,0 procent. Modellerna täcker de flesta segment på bilmarknaden och märket har ett av marknadens bredaste utbud av supermiljöbilar.

På den globala marknaden levererade Volkswagen förra året 5,8 miljoner personbilar till kunder i över 150 länder. Märket Volkswagen har en total arbetsstyrka på 133 000 personer.

Vill du komma i kontakt med vår kundservice? kundservice@volkswagen.se, eller 08-120 810 80.

Vill du jobba tillsammans med oss på Volkswagen Group Sverige? Lediga tjänster publiceras här:
http://www.volkswagengroup.se/sv/Arbeta-med-oss/Lediga-tjanster/