



Dissertation  
Master in International Business

***The effects of CSR Associations on Consumers'  
perceptions towards Global Brands***

**Nicole Costa Inácio**

Leiria, July of 2015

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**Nicole Costa Inácio**

Dissertation developed under the supervision of Doctor Cátia Crespo, professor at the School of Technology and Management of the Polytechnic Institute of Leiria.

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***To my friends and family***

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## **Resumo**

*A Responsabilidade Social Corporativa tem vindo a ocupar um espaço cada vez maior nos domínios académico e empresarial. Os media facilitam a divulgação de questões relacionadas com as multinacionais que podem danificar a sua imagem fazendo com que os consumidores evitem a aquisição dos seus produtos ou serviços. Neste sentido, na última década, várias marcas globais têm decidido adotar uma estratégia de Responsabilidade Social com vista a humanizar a sua imagem junto do consumidor.*

*Nesta investigação apresentamos uma revisão de literatura focada no modo como os consumidores percecionam as ações de Responsabilidade Social e como as marcas podem beneficiar destas ações. Para tal, analisamos a influência das Associações de Responsabilidade Social e da Capacidade Corporativa nas variáveis Lealdade à Marca, Identificação Consumidor-Organização e Intenção de Compra Socialmente Responsável, estudando a forma como diferentes associações se podem complementar ou originar diferentes resultados.*

*As hipóteses foram estudadas usando modelos de equações estruturais através do software PLS (Partial Least Squares). Os resultados de um questionário com 344 inquiridos demonstraram que existe uma relação positiva entre Intenção de Compra Socialmente Responsável, a Identificação Consumidor-Organização e as Associações de Capacidade Corporativa, com as Associações de Responsabilidade Social para com as Marcas Globais. Com base nestes resultados, propomos investigação futura na área e recomendamos às empresas que invistam nas suas estratégias de Responsabilidade social devido aos benefícios que estas acarretam para si mesmas e para a sociedade.*

### **Palavras-Chave:**

Responsabilidade Social Corporativa; Capacidade Corporativa; Lealdade à Marca; Identificação Consumidor-Organização; Intenção de Compra Socialmente Responsável

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## **Abstract**

*Corporate Social Responsibility (CSR) has been occupying a vast space in the academic and managerial domains. The widespread media are bringing to the surface issues regarding multinational corporations that can damage their image by making customers avoid their brands. Therefore, in the last decade, many global brands have decided to humanize their image by putting in practice CSR initiatives from diverse nature.*

*In this investigation, we provide a literature review on how consumers may perceive CSR actions and how these actions may actually bring benefits to the brands. Therefore, we analyze the influence of CSR associations and Corporate Ability (CA) associations on Brand Loyalty, Consumer-Company Identification and Social Responsible Purchase Intention, comparing how these different associations may provide different results or complement themselves.*

*The hypotheses were tested using Structural Equation Modeling (SEM) in the software PLS (Partial Least Squares). A survey with 344 respondents provided evidence that there is a positive link between Social Responsible Purchase Intention, Consumer-Company Identification and CA associations with CSR associations towards Global Brands. Based on these results we propose further research in the area and we give recommendations to companies to invest in their CSR strategies due to the intrinsic benefits to themselves and to the society.*

### **Keywords**

Corporate Social Responsibility (CSR); Corporate Ability (CA); Brand Loyalty; Consumer-Company Identification (C-C Identification); Social Responsible Purchase Intention

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## ***List of Acronyms***

CSR – Corporate Social Responsibility

CA – Corporate Ability

C-C Identification – Consumer-Company Identification

CC – Corporate Citizenship

CSP – Corporate Social Performance

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## 1. Introduction

*A business that makes nothing but money is a poor business*

*Henry Ford*

Every day media brings to the press and television stories about the violation of Human Rights, Environment Dangers, Social Crisis, among other issues related to self-interested, profit-oriented and ambitious organizations. Immoral and unethical behaviors seem to have become a common practice, and global brands seem to be on the top of the blacklist.

Every action practiced by any organization or company leaves a trace in society. More than ever, organizations need to understand that their actions have strong impacts in the world. Globalization phenomena has been amplifying these impacts and now citizens are aware of the influence that multinational companies have all over the world, not only on an economic dimension but also on a social and environmental level. Moreover, the relationship between brands and consumers is changing. Consumers are becoming more demanding, and the easy access to information through the media, facilitated by the widespread Internet, is one of the most used channels to acquire information about a brand. Therefore, it is verified a shifting of societal expectations toward brands. Global Brands are even more exposed to the eye of the consumer and behaviors that tarnish the values and attributes of brands can damage the loyalty of their customers (Werther & Chandler, 2005).

Consequently, Global Brands are many times accused of having a predatory behavior, and these negative symbolic meanings may actually damage the brand due to the social expectations citizens are starting to hold concerning multinationals' behaviors. However, building up a Corporate Social Responsibility (CSR) reputation is difficult for global brands; they have to build local CSR reputations while also demonstrating global social responsibility. In addition those CSR practices are many times perceived as self-interested, which might reduce its impact on increasing brand equity (Torres, Bijmolt, Tribó, & Verhoef, 2012).

Regarding this context, the notion of CSR has become a topic of systematic discussion in the last decades. According to Falck and Heblich (2007), CSR is understood as a voluntary corporate commitment that helps to establish social trends and institutional demands. Also, CSR might be seen as revealing the values, the character and the identity of the company (Cruz, 2013). Bhattacharya and Sen (2003) argue that CSR humanizes the brand, encouraging consumers to not only like, respect or admire the company, but actually to identify with it.

Companies are starting to see the benefits of incorporating in their strategy CSR actions, so they can improve their image among stakeholders and society. Hence, CSR initiatives bring not only benefits for the brand, but also for the community, since companies engage in commitments that generate welfare, helping communities to develop, reducing their ecological footprint, improving labor conditions, and so on.

The inclusion of CSR policies in business strategy is now becoming more and more important, since it exerts an important influence in global brand images and, consequently, has implications in the way consumers perceive brands and might have a preponderant factor in their purchase decision.

It is important to note the existence of a new market segment named by Nielsen as the socially conscious consumer (The Nielsen Company, 2012). The consumer belonging to this segment is described as the one who is willing to pay more for the product/service of a company that is active in the CSR field. According to the report launched by Nielsen, 66% of consumers around the world would prefer to buy products and services from companies that have implemented programs that give back to the society. Therefore, there is clearly an emerging tendency for consumers to care more about social issues when choosing products or services from different brands.

The lack of studies on the impact of these CSR actions on global brand equity dimensions and on consumer's perception is a reality that has to be changed. Since global brands are the most exposed to the risks of negative associations and since they serve so diverse and different markets, in what extent may the consumers' perceptions of CSR initiatives influence important dimensions such as consumer's brand loyalty and consumer-company identification?

We consider the study of CSR important on an international level, since global brands are taking an important part in our daily life and especially in the way they influence society. Social initiatives coming from well-known multinationals can call society's attention to some grave issues – environmental, health, educational, labor, among others – and influence citizens to behave in a responsible way. Moreover, it is increasingly significant that multinationals behave ethically, and incorporate those policies not only in their business strategy but also in their marketing communication.

### 1.1. Scope of the Investigation

In an increasingly globalized world, multinationals need to be aware of the impact they have in society. CSR has been growing for global brands as a result of global competitiveness and challenges they face. The logic of CSR for multinationals is also derived from the protests, demonstrations, boycotts and many other negative actions some citizens have been approaching toward global brands (Ismail, 2009).

The media and the new technologies of communication and information are the main channels that provide citizens with all kinds of data and information regarding brands and how their actions may negatively impact the environment, society, human rights, among other dimensions.

Globalization, together with the new social media and information technologies, amplify the negative impact of some released news about the brand. As Arrigo (2009) points out, information technology and always-on communications accelerate the shifting of social consciousness. Moreover, in today's "news hungry environment", antiglobalization activists use the Internet to bring to the surface the obscure acts carried out by giant corporations (Werther & Chandler, 2005).

The need for social legitimacy comes from the assumption that all organizations are embedded in a wider environment. This is why society expects corporations to be responsible citizens. The rapidly evolution of global markets and ever-changing social attitudes are reshaping the competitive landscape, forcing brand managers to concern about CSR when they consider their strategy (Arrigo, 2009).

Therefore, many organizations have been emphasizing the need for CSR. The European Union (European Commission, 2011) has defined CSR as an essential element to achieve the goals for a more sustainable, smart and inclusive Europe. According to the Commission, there must be an effort from enterprises to fully meet their corporate responsibility, to integrate social, environmental, human rights and consumer concerns into their business operations and core strategy.

Moreover, the OECD – Organization for Economic Cooperation and Development launched the Guidelines for Multinationals (OECD, 2011) where the organization provides recommendations for the practice of a responsible business conduct in the global context and the United Nations launched the Global Compact where are exposed the ten principles that should guide businesses worldwide. The International Standard Organization (ISO) also launched the Norm 26000 providing a roadmap for responsible business practices.

Global brands are starting to launch their own CSR and sustainability reports where they highlight their CSR strategy, what they have been doing in social or environmental terms, what is the impact and how their consumers are helping society by choosing their products or services instead of the ones from the competition. Examples of these practices are McDonald's, Coca-Cola, Apple or H&M. Many other global brands are pursuing the same model.

Hence, CSR has become a discussed theme on academic, institutional and managerial level. There has been evidence that consumers may actually feel distaste towards a brand that evokes negative symbolic meanings (Romani, Grappi, & Dalli, 2012), so CSR may not only be a good thing for society and the environment, but also for the brand and the company itself. Customer satisfaction may now reside in the evaluation of the brand CSR initiatives contributing to its market value and CSR actions, combined with strong corporate abilities, will generate positive attributions and consumer-company identification, generating social responsible purchase intention behavior. By humanizing brands, CSR may provide great profitable advantages for the companies (Bhattacharya & Sen, 2004).

## 1.2. Main Research question

The main research question of this investigation is how consumers' CSR perceptions influence - consumer's actions toward global brands, namely their brand loyalty, social responsible purchase intention and consumer-company identification.

This study aims to analyze if CSR actions overtaken by global brands exert a positive influence on consumers' perceptions, increasing their brand loyalty, consumer-company identification, social responsible purchase intention and Corporate Ability Associations, contributing to improve brand equity and bringing advantages not only for society but also for the company.

## 1.3. The research aims

In this study, we aim to demonstrate that CSR actions may bring benefits for global brands by improving brand loyalty, social responsible purchase intention and consumer-company identification. By engaging in CSR initiatives, global brands are not only contributing to a better society and environment, but are also developing a strategy that can bring to them important advantages in a world where competition is always growing.

Some studies have demonstrated that customers may actually feel distaste toward a specific brand because of its undesirable image projected by negative symbolic meanings (Romani et al., 2012). Global brands are more exposed to this risk since it is frequently stated that they don't have strong CSR records, being often accused of predatory behavior (Torres et al., 2012).

By developing CSR strategies and demonstrating a social and environmental commitment to customers and other stakeholders, companies can achieve greater strategic consistency, increase organizations commitment, lower transaction costs, attract high-qualified personnel and improve customer-related outcomes (Maignan, 2001). Moreover, given the widespread prevalence of CSR in today's marketplace, to be effective, CSR strategies need to have in account their market, their competitors and their target (Cruz, 2013).

The recent focus on CSR on a corporate level has become more and more globalized since it has been questioned if it can be a potential source of brand equity (Blumenthal &

Bergstrom, 2003). Consumers expect firms to be involved in social initiatives and may reward them for their efforts through purchase behavior (Becker-Olsen, Cudmore, & Hill, 2006).

However, it is still uncertain in which way CSR actions may bring advantages for global brands through its influence on consumers' perceptions. Therefore, this study aims to analyze how CSR perceptions influence Brand Loyalty, Consumer-Company Identification, Social Responsible Purchase Intention and Corporate Ability associations in the Portuguese culture, as well as to compare the effect of CSR associations and the influence of Corporate Ability Associations in the mentioned variables.

#### *1.4. Contribution Proposed*

It is still unclear how consumers perceive CSR actions and the literature lacks an examination of purchase intention related to CSR (Öberseder, Schlegelmilch, Murphy, & Gruber, 2013; Oliver, 1999). Therefore with this study we hope to be contributing on both managerial and academic levels by demonstrating how CSR initiatives may actually have a positive influence on brand's assets – Brand Loyalty, Consumer-Company Identification, Social Responsible Purchase Intention, and Corporate Ability Associations.

Since there are few studies about this matter within the Portuguese culture, this investigation intends also to contribute to the academic world by encouraging the development of more works regarding this theme. Moreover, we believe that companies should also be aware of the importance of promoting CSR strategies within the Portuguese society.

#### *1.5. Dissertation Structure*

This study is composed of 6 chapters. The first chapter aims to introduce the topic we aim to discuss in the current work, explaining how society and organizations are giving more importance to Corporate Social Responsibility.

The second chapter provides a literature review of concepts and authors that have already studied the topic, in order to build the appropriate context to understand this investigation. In the third chapter, we present our conceptual model and respective investigation hypotheses. The fourth chapter explains the investigation methodology used for the current study and the fifth is composed by data analysis. Finally, the sixth chapter, the last one, provides the conclusion of this investigation, with a discussion of the results and main findings.

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## 2. Literature Review

This Chapter aims to provide a review of concepts related to CSR strategies, consumers' perceptions of CSR, Brand Loyalty, Social Responsible Purchase Intention and Company-Consumer Identification, as well as, to identify other studies related to our investigation topic that were performed in the last decades. This Literature Review will provide a framework to conduct this study and to help to clarify concepts and theories essential to understand our investigation.

### 2.1. *Corporate Social Responsibility*

#### 2.1.1. *Defining CSR*

Corporate Social Responsibility (CSR) has been widely spread in the last decades among the business world and has become a subject of debate in the academic field. CSR is studied for several reasons that go from the value and the benefits it may bring to the companies – market value, brand equity, financial benefits -, to society, and to customer's brand attributions (Singh, De Los Salmones Sanchez, & Del Bosque, 2008). In this study, our focus will be the generation of global brand equity through customer's perceptions of CSR initiatives that are taken by global brands.

In this literature review we'll first start to analyze the concept of CSR, secondly, how those CSR practices and initiatives may influence customer's brand perceptions and how cultural values may influence those attributions in a way that multinational companies may have to adapt their social strategy to different markets.

Carroll (1979) suggested that businesses have to fulfill four main responsibilities: economic, legal, ethical and philanthropic. While economic responsibilities designate the obligations of the business to be profitable and productive, legal responsibilities refer to the expectation that the business will comply with the legal framework on force. It is important to highlight that the economic responsibility does not merely suggest profit. It also includes generating value and it translates into training and motivating the staff involved in the sales process, innovation and improvement of the productive processes to offer quality products (Singh et al., 2008). Ethical responsibilities require that the business stands for appropriate

behavior and, the philanthropic dimension refers to the desire that the company will get actively involved in social activities.

Later, this first model was adapted, with the philanthropic dimension subsumed under the ethical or economic domains (Schwartz & Carroll, 2011). Brown and Dacin (1997) define corporate social responsibility as the company's status and activities with respect to its perceived societal obligations, a broad concept that regards multiple initiatives that are relevant to several stakeholders, including community and employees (Torres et al., 2012).

Nowadays we meet CSR as the practice whereby companies integrate social, environmental and health concerns in their business strategy, policies and operations (Sharma & Kiran, 2013). CSR activities are supposed to be a voluntary corporate commitment to exceed the explicit and implicit obligations imposed on a company by society's expectations of conventional corporate behavior (Falck & Heblich, 2007).

Ho, Wang and Vitell (2011) introduced the concept of corporate social performance (CSP) as a measurement for CSR which is classified in four subcomponents – social issues related with environment, strategic governance, labor relations and stakeholder management. Shafiqur Rahman (2011) presents an analysis of CSR definition evolution in the last 60 years and was able to determine ten main dimensions that are part of CSR: obligation to society, stakeholder's involvement, improving the quality of life, economic development, ethical business practice, law abiding, voluntariness, and Human rights, protection of environment and, finally, transparency and accountability.

The European Commission highlights the importance of CSR policies to underpin the objectives of the new strategy Europe 2020, based on principles for a smart, sustainable and inclusive growth. The Commission presents a modern concept for CSR as “the responsibility of enterprises for their impacts on society”. Moreover, to fully meet CSR, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close cooperation with their stakeholders, aiming to maximize the creation of shared value for their owners/shareholders and for their other stakeholders and society and identify, prevent and mitigate their possible adverse impacts. Thus, enterprises are encouraged to adopt a long-term, strategic approach to CSR, and to explore the opportunities for

developing innovative products, services and business models that contribute to the societal well-being and lead to higher quality and more productive jobs (European Commission, 2011).

After several years of negotiations with numerous stakeholders from all over the world, the International Organization for Standardization launched ISO 26000 in 2010. The norm cannot be certified unlike some other ISO standards, so it doesn't provide requirements. Instead, it is a guide, helping to clarify what social responsibility is, helping businesses and organizations to translate principles into effective actions and sharing best practices regarding social responsibility. Understanding that organizations do not operate in a vacuum, ISO 26000 address core issues – Human Rights, Labor Practices, Environment, Fair Operating Practices, Consumer Issues and Community involvement and development (International Organization for Standardization, 2010).

The concept of Corporate Citizenship (CC) started to appear as a consequence of the emergent need of companies giving back to society. Many multinationals have included CC in their public discourse to demonstrate that they assume social responsibilities. Matten and Crane (2005) argue that CC describes the role of the corporation in administering citizenship rights for individuals and it doesn't intend to call the corporation itself a citizen. This means that the corporation administers certain aspects of citizenship for other parts, which includes traditional stakeholders, such as employees, customers, or shareholders and other wider constituencies with no direct transactional relationship to the company. The authors suggest the rights administered by organizations include social rights – the corporation as a provider -, civil rights – the corporation as an enabler-, and, finally, political rights – the corporation as a channel.

### *2.1.2. Consumers' Perceptions of CSR*

Consumers' perceptions of a firm or brand can derive from what is usually called in academic literature "corporate associations". The term can be used as a generic label for all the information about a company that a person holds and it can be a strategic asset and a source of sustainable competitive advantage (Brown & Dacin, 1997; Keller, 1993; Walsh & Bartikowski, 2013). Keller (1993) goes further when he assumes that a firm's most valuable asset for improving marketing productivity might be the knowledge about the

brand in consumers' minds, generated through previous investments in marketing strategies.

Brown and Dacin (1997) argue that corporate ability (CA) is focused on the expertise of the employees, superiority of R&D investments, technological innovation, industry leadership and so on. While CA associations influence product evaluations through product attribute perceptions, CSR associations reveal an influence on product evaluations primarily through overall corporate evaluation. They offer less insight about the product and its features. In their study, the authors found that CSR associations exert an influence on product evaluations through their influence on the corporate evaluation. Nevertheless, they found negative CSR associations barely having a negative influence on product evaluations, whereas positive CSR associations enhance them. With regard to purchase decision, Bhattacharya and Sen (2004) argue that if the quality of the product decreases due to great investments on CSR, those actions will have a negative effect on consumers' purchase intention. The authors defend that there is only a positive link between CSR and purchase intention when all the other components are satisfied – when consumers are identified with the cause/issue the company is defending, when the product is of high quality and when the consumer is not asked to pay a premium price due to CSR. Therefore, their research reveals that CSR is not necessarily related with how consumers may perceive the quality of the product, which can hurt company's sales.

If being labeled as socially responsible organizations will prevent local problems from negatively affecting the entire organization (Torres et al., 2012), on the other hand, if any of these companies is accused of unethical behavior, the damage on their reputation will be greater (Singh et al., 2008). Arrigo (2009) highlights that damage to the brand is, frequently a damage to the company. For global companies, their brand is their business and this happens because brand loyalty is based on taste, fashion, consumer whim and, most important, individual perception.

Hence it is important for firms to maintain their corporate image, which can be done through brand sustainability. One form of brand sustainability is the continuous virtuous cycle of satisfied customers who advocate the brand to others. The creation of brand loyalty is significant since loyal customers encourage others to become users and eventually loyal to the brand (Schultz & Block, 2013).

Companies need to identify the best CSR practices and initiatives to include on their business strategy. Bhattacharya and Sen (2004) argue that companies need to get an accurate sense of their own investments in their diverse CSR activities, starting by identifying clearly what consumers consider to be CSR-related activities and ascertain the amount of resources devoted to such activities.

Then, companies need to have in mind that they live in an environment where CSR practices are widespread. They must look to what else is being done, analyze their competitors and define their CSR positioning and actions that should be enacted in that particular environment. Du, Bhattacharya and Sen (2007) distinguish between a brand positioned on CSR – “CSR brands” - and the others that, while engaging in CSR policies, are positioned on other elements, such as product features or quality. There is among these brands a different use of CSR and, therefore, there are different results. Consumers are usually more aware of what CSR brand is doing in terms of social initiatives and construct more favorable inferences about the reason why the company is doing so. Moreover, the positive associations made by consumers of CSR brands may spill over to consumer’s perceptions about brand’s performance and other dimensions unrelated with CSR. Advocacy and loyalty are desirable consequences that may derive from this effect. In the same way, Brown and Dacin (1997) highlight that companies which position themselves on several types of CSR associations (e.g. focus on environmental friendliness, commitment to diversity among their employees, corporate philanthropic, etc.) may gain a greater benefit from social initiatives through their positive relationship with corporate evaluation.

### *2.1.3. The Socially-Conscious Consumer*

Any Marketing strategy should have a target group so the effects of those specific actions are more effective within those whom we desire to appeal. The same happens with CSR actions. In the last few years some studies were made and released about a specific new target - the Socially-Conscious Consumer.

It has been a central question in corporate management the viability of social activism as a short-run marketing strategy. Giving the growing consumer sensitivity to social and

environmental problems, the market segmentation based on consumers' social orientation has been emerging (Anderson & Cunningham, 1972).

Frederick and Webster (1975) define the socially conscious consumer as the one who takes into account the public consequences of his private consumption or who attempts to use his purchasing power to bring social change. Nielsen (2012), in a recent study about this market segment, suggests that the Socially-Conscious consumer is the one who is willing to pay more for the product/service of a company that is active in the CSR field.

The Nielsen report was based on a survey of more than 28 000 online respondents from 56 countries. The report indicates that 66% of consumers around the world would prefer to buy products and services from companies that have implemented programs that give back to the society. However, only 46% precise they are willing to pay extra for products and services from these companies. Those "socially-conscious consumers" tend to be younger - 63% are under 40 years old. Also, this segment is more likely to trust ads found on social networks (The Nielsen Company, 2012).

#### *2.1.4. Consumer-Company Identification*

CSR strategies may bring to the companies a marketing tool in the sense that they humanize the brand, make it closer to the concept of “being human” and caring. It is important that citizens perceived the brand as being aware of its global impacts and that it is concerned about it. Here we relate this humanizing technique with a much studied phenomena in marketing literature – the consumer-company identification (C-C Identification) (Bhattacharya & Sen, 2003, 2004). Such identification is driven by individual’s needs for self-definition and social identity that prompts them to develop a sense of attachment with selected organizations (Bhattacharya & Sen, 2004). Marketers are putting much effort in building strong, deep and meaningful relationships with their customers which motivate them to seek for this identification relation. The identification with the company causes people to become psychologically attached to and to care about the organization. The positive consequences are very clear – brand loyalty, company promotion, easier customer recruitment, much more resilience to negative information and a stronger claim on company (Bhattacharya & Sen, 2003). Company Identification is connected to the corporate image that the customers create of them. In this way, an

organization's image could influence the extent of member identification with the organization (Brown & Dacin, 1997).

Attachment phenomenon is related to C-C identification. An organization engaged in CSR actions can clearly contribute to consumers' self-esteem. Bhattacharya & Sen (2003) studied the several components that are part of C-C identification. The first one is identity similarity which means consumers are motivated to maintain a stable and consistent sense of self so, if they perceive that a company cares about the same issues that they care about, probably the level of identification will be higher.

Identity distinctiveness is another component. Research on social identity contends that people need to feel distinguished from others in social contexts. The prestige is also important because people like to perceive themselves in a positive light so they can enhance their self-esteem. So, comply with companies engaged in good deeds may be a way for consumers to feel better about themselves. They also need to be informed about the organization and that's where identity knowledge is important, in the same way CSR awareness is. It is more likely for consumers to be familiar with a company or a brand when they get to know it through brand communication or media coverage.

Identity coherence is another important element since it reflects the stable behavioral signature of a brand's personality. Finally, trustworthiness is the one aspect that is totally dependent of company's reputation (Bhattacharya & Sen, 2003).

#### *2.1.5. CSR Awareness*

Communication strategy for CSR activities engaged by the brands is a significant issue that managers must have in consideration, since consumers are not always aware of the existence of those activities. In their study, Singh, Sanchez and Bosque (2008) show that consumers perceive companies as not providing enough information on their social, ethical and environment-related activities, and their findings support the need of companies to add more emphasis on the CSR concept and its company-to-consumer communication. As Du, Bhattacharya, & Sen (2007) point out minimal benefits are likely to accrue to companies if their target market is unaware of their CSR initiatives. Thus, they need to work harder to

increase CSR awareness and ensure that consumers attribute such effort to genuine concern rather self-interested goals (Bhattacharya & Sen, 2004; Du et al., 2007).

A clear communication strategy for both external and internal stakeholders of the organization should be carried out to build a positive image and visibility within the market, to develop the company's identity, strengthen its positioning and create an approving attitude. One way of improving CSR awareness is with the incorporation of a CSR report within the company's annual report (Arrigo, 2009; Werther & Chandler, 2005). However, if firms want to be perceived as being "good fellas", they must promote their social initiatives carefully. To do so, they can enhance corporate associations and overall brand equity with appropriate marketing strategy (Becker-Olsen et al., 2006).

#### *2.1.6. CSR – Results*

As we have seen through this literature review, CSR has many advantages for the brands alongside with society and environment benefits.

Blumenthal and Bergstrom (2003) listed four reasons to integrate CSR under brand strategy. They argue that those actions recognize the magnitude of the brand promise between business and society, they maintain customer loyalty, maximize the investment that would be placed in CSR regardless of the brand and avoid conflict with shareholders. Thus, it is necessary to look at CSR as a potential source of brand equity.

In addition, CSR plays different roles in the community that can be perceived as great advantages for both companies and consumers. First, CSR shows how responsibilities for the negative consequences of industrialization may be shared between the organizations, which might create closer ties among corporations and the community and a relationship of cooperation and interdependency. Moreover, CSR helps to protect the environment, supports and fosters Human Rights and any CSR program may be seen as an aid to alleviate poverty. CSR programs also help corporations achieve sustainability goals and upcoming with a double benefit, helping the corporation and the community (Ismail, 2009).

Dutton, Dukerick and Harquail (1994) suggested that CSR increase C-C identification due to customer's self-image congruence to the organization. The degree of overlap between a customer's self-image and the company indicates the strength of the identification. Also, a study conducted by Lee and Qu (2010), in which they analyzed how consumers responded to CSR initiatives, shows a strong positive influence of CSR actions on C-C Identification.

Research also indicates that CSR has a positive effect on consumers' evaluation of the company, partially mediated by C-C identification (Sen & Bhattacharya, 2001). Thus, CSR actions may be a way to generate support from consumers, leading to their identification with what the brand defends.

First of all, what all firms need to understand is that CSR doesn't have short-term and tangible results. Actually, the benefits of such actions and policies come in a long-term basis, which doesn't make it less important. Quite the contrary: CSR domain reveals the values, the character and the identity of the company, creating company-customer identification phenomena, quality relationships between the customers and the brand, which comes with brand loyalty and brand advocacy. Several studies have demonstrated that CSR generates loyalty behavior, regardless of the price of the products/services and, moreover, it makes consumers more willing to accept lapses from the company (Bhattacharya & Sen, 2004; Du et al., 2007).

Short-term actions such as donating money for charity events or sponsoring popular events may not be the best way to accomplish it. The practice of CSR is an investment in the company's future, it must be planned specifically, supervised carefully, and evaluated regularly (Falck & Heblich, 2007). However, companies cannot use social initiatives in place of strong brand management and high-quality products and CSR associations are often unrelated to the company's abilities in producing goods and services (Becker-Olsen et al., 2006; Brown & Dacin, 1997). As Becker-Olsen et al. (2006) argue in their study, CSR is of much use in categories where there is intense competition among similar goods and services, since social initiatives may be used to differentiate offers. Still, the authors highlight that consumers expect firms to be involved in social initiatives and they may reward them for their efforts through purchase behavior. As we have already mentioned, those actions may be useful for enhancing the liking or trustworthiness of the company (Brown & Dacin, 1997).

CSR associations may play a significant role when consumers rely on them to construct their judgments about the brand. Even if positive CSR associations do not increase immediate profitability, they may be instrumental in reducing the risk of damage to brand evaluations in the event of a product-harm crisis. CSR works as an insurance policy that is there when you need it (Klein & Dawar, 2004). On the other hand, CSR practices experienced by various stakeholders may help to reduce transaction costs because of the good reputation that is associate to its name (Walsh & Bartikowski, 2013), as well as to increase customer satisfaction and loyalty toward the firm. Falck and Heblich (2007) believe that if a company treats society well, the society will return the favor, through long-term profit maximization.

## *2.2. Global Brand Equity and CSR strategy*

We live in a more and more globalized world where multinationals and its global brands are strongly exposed to customer's judgments and media scrutiny as well as more vulnerable to competitors that now exist on a global scale, in a continuous changing business and technological environment. Thus, business practices, strategies and operations are being evaluated on a worldwide scale since global brands are exerting their power and influence within various economic, cultural and psychological domains.

Global brands may be defined as those who have global awareness, availability, acceptance and desirability and are often found under the same name with consistent positioning, image, personality, look and feel in major markets enabled by standardized and centrally coordinated marketing strategies and programs.

To consumers, global brands are embodied in more credibility, value and power (Hsieh, 2004). The "globalness" of those brands makes consumers to attribute quality features, sometimes related to social status and, because of the great influence that global brands have in society, consumers expect them to behave ethically and in a socially responsible manner in the markets they serve (Özsomer, Batra, Chattopadhyay, & Hofstede, 2012).

In the current globalized and increasingly competitive market, companies are aiming to create global brands given that they are often central to competitive strategy. They serve as a profit platform that differentiates products and services. Because of its consistency and quality, the acceptance of the brand is higher, which creates a virtuous cycle by facilitating greater investments in research, product development, advertising and distribution (Werther & Chandler, 2005). Companies want to go global, establishing relations with new markets, go beyond the existing geographical, cultural and social barriers (Arrigo, 2009).

However, it is usually stated that global brands do not have strong CSR records and they are frequently accused of predatory behavior (Torres et al., 2012). A well-known criticism to globalization emphasizes that the phenomena has given too much attention to profit, and profit only, which has led global businesses to set up in countries where they gain advantage through questionable practices, such as child labor, corruption of public authorities, lack of environmental responsibilities, among others (Werther & Chandler, 2005). This fact puts global brands in a difficult position in consumers' perceptions of their credibility.

Bhattacharya (2004) pointed out that consumers are more likely to have positive attitudes when the company engaging in CSR is small rather than big, local rather than national, and a small, personal, privately owned operation rather than a big impersonal conglomerate or multinational. Hence, the challenge for global brands is much greater. This is why global firms must be on the alert of emerging environmental trends and do their best to improve the corporate performance in line with key stakeholder expectations (Arrigo, 2009). Behaviors that tarnish the values and attributes of the brand may have serious damages in the way consumers perceive the brand and gravely sever brand loyalty (Werther & Chandler, 2005).

Since there are plenty of sources where consumers – increasingly more informed and demanding – can obtain information about brands and their operations, which directly influences their brand attributions, it becomes a number one priority for companies to create a good and strong corporate image of their brands.

Globalization, together with the new social media and information technologies, amplify the impact that negative news may have on the brand. As Arrigo (2009) points out,

information technology and always-on communications accelerate the shifting of social consciousness. Moreover, in today's "news hungry environment", antiglobalization activists use the Internet to bring to the surface the obscure acts carried out by giant corporations.

The need for social legitimacy comes from the assumption that all organizations are embedded in a wider environment. This is why society expects corporations to be responsible citizens. The rapidly evolution of global markets and ever-changing social attitudes are reshaping the competitive landscape, forcing brand managers to concern about CSR when they consider their strategy (Arrigo, 2009).

It has been proved in numerous studies that consumers may actually feel distaste toward a specific brand because of its undesirable image and symbolic associations (Romani et al., 2012). So, Corporate Social Responsibility is seen as a part of brand image that may improve brand equity as well. The problems faced by global brands nowadays, only add importance to CSR (Arrigo, 2009; Özsomer et al., 2012; Singh et al., 2008; Torres et al., 2012; Werther & Chandler, 2005).

### *2.2.1. Brand Equity*

Since one of the objectives of this study is to determine in which extent CSR policies and perceptions can influence brand equity dimensions, such as brand loyalty and other brand associations, we need to contextualize the background that involves the concept of brand equity and the factors that are seen to influence it.

The concept of Brand Equity emerged in 1980s and, in the last two decades, much attention had been given to the concept in academic and business discussions. Several questions have been asked, related to what makes a brand powerful in the market, why is a brand strong or weak, how does this strength change over time or may vary among different markets (David a Aaker, 1996). Overall, motivations for study brand equity are based in two main components: a financially-based motive and a strategic-based motive. The first pertains to the real value of the brand, usually for accounting purposes. The second motive refers to the motivation to improve marketing productivity (Keller, 1993). There are many conceptualizations of brand equity, but they all agree it is a platform to

build competitive advantage and create barriers for competitors to enter in the market (Hsieh, 2004; Keller, 1993), a way to add value to a product by consumers' associations and perceptions of a particular brand name (Chieng & Lee, 2011). Managing a brand to create equity and value is now an important topic for managers.

As we have mentioned above, there are two dimensions in brand equity concept. First, the concept can be studied in a financial-based dimension, from a financial market's point of view where the asset value of the brand is appraised. In this perception, brand equity is defined as the incremental cash flows which accrue to branded products (Simon & Sullivan, 1993). The other dimension is the customer-based brand equity. Keller (1993) defines customer-based brand equity as the differential effect of brand knowledge on consumer response to the marketing mix of the brand, involving consumers' reactions to the same marketing mix in comparison with their reaction to the same marketing mix attributed to other brand name. It occurs when the consumer is familiar with the brand and holds some favorable, strong and unique brand associations in memory. This perspective is more concerned with the nature of consumer decision-making by identifying the sources that may influence the brand added value and how to improve marketing strategies by understanding them (Hsieh, 2004).

Within customer-based brand equity there are two distinct views - the direct and the indirect approaches. Researchers who use direct approach define brand equity as the added value that brand gives to the product/service. On the other hand, investigators who use indirect approach define brand equity as the differential effect of brand knowledge on consumer response to the marketing of the brand, assessing the basics of brand equity to understand their influence on purchase behavior. These two approaches complement each other since they give answers to different topics regarding brand performance or how to manage in the best way its marketing strategy (Hsieh, 2004).

In our study, we will be focused on customer-based brand equity since our goal is to determine in which extent customers perceptions of CSR policies can affect global brand equity dimensions, such as brand loyalty and other brand associations. Hence, it is important to analyze the measurements for customer-based brand equity to determine the influence that every component represents in brand equity.

Having in consideration Keller’s (1993) conceptualization of customer-based brand equity, brand knowledge is defined in terms of brand awareness and brand image. While brand awareness relates to brand recall and brand recognition by consumers, brand image pertains to the set of associations linked to the brand that consumers hold in their memory. These associations – brand associations – are classified in three distinct types: attributes, benefits and attitudes (Fig1). Attributes are related to the descriptive features that characterize a product or service, benefits are the personal value that consumers attach to the product or service, which can be divided into functional, experiential and symbolic benefits, and finally the attitudes, that are defined as the consumers’ evaluations of a brand.

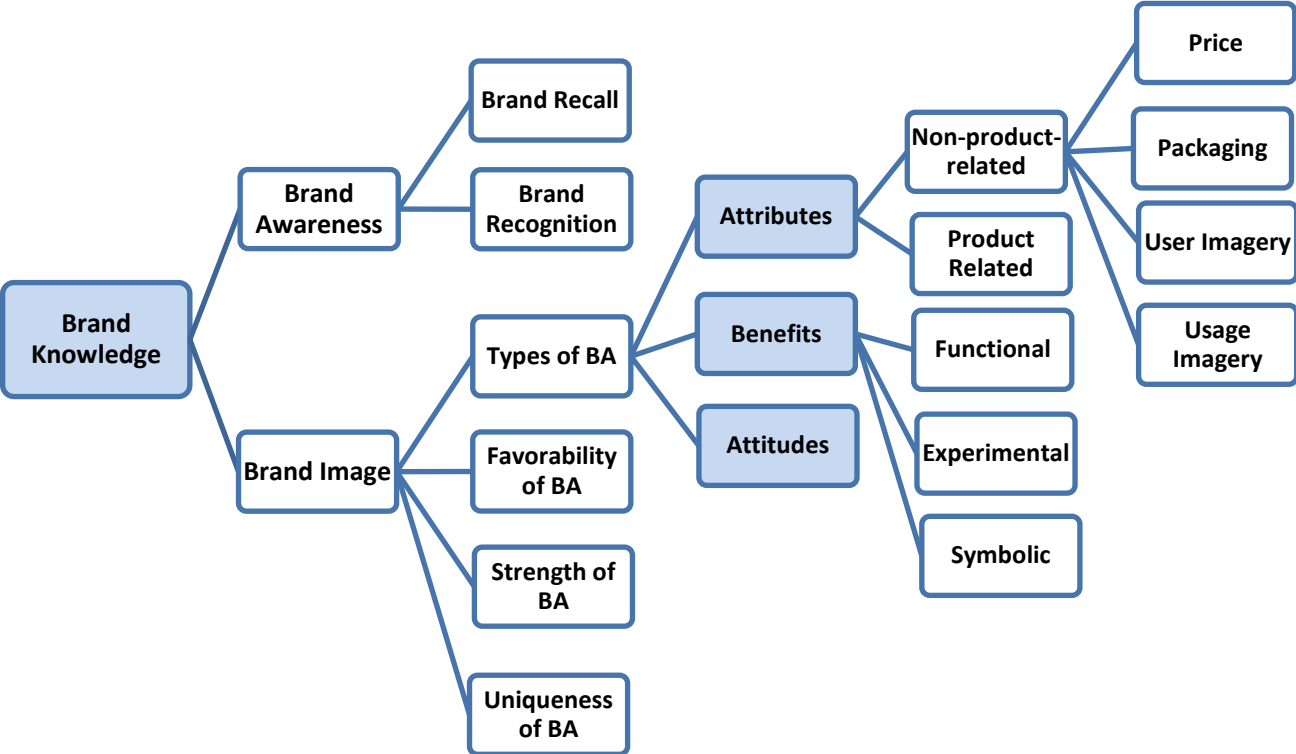


Figure 1 - Dimensions of Brand Knowledge (Keller, 1993, p. 7) | BA – Brand Associations

Aaker (1996) designed the Brand Equity Ten – ten sets of measures grouped into five categories (Table 1). The first four categories represent customer perceptions of brand equity – loyalty, perceived quality, associations and awareness whereas the fifth includes two sets of market behavior measures that represent information obtained from market-based information rather than directly from customers.

| Loyalty Measures                      | Perceived Quality/<br>Leadership Measures | Associations/<br>Differentiation                                    | Awareness Measures | Market Behavior Measures                       |
|---------------------------------------|---|---|--------------------|--|
| Price Premium<br>Satisfaction/Loyalty | Perceived Quality<br>Leadership           | Perceived Value<br>Brand Personality<br>Organizational Associations | Brand Awareness    | Market Share<br>Price and Distribution Indices |

**Table 1** – The Brand Equity Ten (David a Aaker, 1996, p. 105)

As we previous demonstrated, almost all conceptualizations of brand equity are focused on the value added to a product by consumers’ associations and perceptions of a particular brand name, which means, the overall superiority of a product carrying that brand name when compared to other brands. It is a customer-based concept, defining brands as an asset of four dimensions that are brand awareness, brand associations, perceived quality and brand loyalty (Chieng & Lee, 2011).

Therefore, it is for these dimensions that companies should address their CSR efforts, since the impact of CSR initiatives on outcomes “internal” to the consumer, such as attitudes, awareness and attributions, is significantly higher and more easily assessable than its impact on visible outcomes, such as purchase levels and word-of-mouth effect (Bhattacharya & Sen, 2004). Therefore, Fayrene and Chai (2011) argue that CSR has to be seen as another component that is influencing the development of brands nowadays, especially corporate brands. The public wants to know what, where, and how much brands are giving back to society. CSR can improve brand equity, humanize global brands and create this positioning in the mind of consumers, demonstrating they have concerns and assuming responsibilities regarding society. As Arrigo (2009) argues, social legitimacy strengthens the brand’s sustainable competitive advantage among key stakeholders, particularly socially conscious consumers.

Besides being one element from the Brand Equity Ten, Aaker (1996) also assumes that brand loyalty is a core dimension in brand equity since it represents a barrier to entry, a basis for price premium, time to respond to competitors and a bulwark against deleterious price competition. Brand loyalty describes brand preferences. When loyal to a brand, consumers will not consider other brands when they buy a product or service (Baldinger & Rubinson, 1996). It represents a repurchase commitment in the future purchase. Oliver (1999) describes brand loyalty as a “deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing”.

Building up CSR reputations is difficult for global brands as global brands have to assemble local CSR reputations through local relationships while also demonstrating global social responsibility. Moreover, global economies have become more and more integrated, multinationals are now “citizens of the world” and their corporate responsibilities became a cross-national issue. Even the European Commission recognizes that for most small and medium sized enterprises, CSR is easily done, since it is an informal process, intuitive and easily believable (European Commission, 2011).

In their study, Torres et al. (2012) argue that occasionally CSR practices are perceived as self-interested, which might reduce its impact on brand equity. The desirable positive effect depends on the credibility of the policies that are adopted. Consumers will question what benefits are likely to accrue to firms from their CSR actions. The skepticism occurs because consumers hold intuitive beliefs that social initiatives are primarily motivated by corporate self-interest (Becker-Olsen et al., 2006).

Hence, it is important to assure that CSR initiatives are connected to the firm’s core business and that these initiatives are distant from the interests of global brands headquarters, which may function as a more credible signal of lack of self-interest.

The act itself may not be enough to assure the desired results. Therefore, the potential positive associations that may arise in consumers’ minds from an overtaken social initiative by a firm will depend on the consumers’ evaluation of that initiative in relation to that firm (Becker-Olsen et al., 2006). Consumers will ask about the intentions hidden behind the act, they will doubt of its honesty and they will punish the acts they feel aren’t

sincere. In their study, Becker-Olsen et al. (2006) explain the three main characteristics that CSR initiatives should embrace in order to the probability of creating positive perceptions in consumers' minds to be greater – Fit, Motivation and Timing. Fit is the perceived link between a cause and the firm's brand image/position and/or target market. In this sense high levels of fit are needed between the CSR action and the firm. A low-fit initiative will communicate inconsistency with prior expectations and actions which may create suspicion and feelings of doubt regarding the intentions of the brand.

Corporate Motivation influences consumers' attitudes toward firms and their social initiatives. Consumers may look to the social action undertaken as an act to the firm self-serving, such as increasing profits, or as an act of selfless public serving, for example, raising awareness for a specific cause.

The Timing in which the social initiatives are settled is also important. Firms often engage in social actions as a reaction to events (e.g. natural disasters, consumer boycotts, NGO pressures, among others). Consumers' perceptions of reactive social actions will be very distinct of the proactive ones. A proactive pursuit of CSR rather than the common reactive attitude is the evidence of a true behavioral change and that's how both the firm and the brand retain social legitimacy among various stakeholders (Arrigo, 2009).

### *2.2.2. Purchase Intention*

Although CSR programs intend to demonstrate that companies care for other causes besides their profits, there is also an increasing interest in determining the financial impact of CSR on organizations. For that reason, it is important to study the influence of CSR in the purchase intention behavior.

Purchase intention is understood as the likelihood of a consumer to intend to purchase a product. The concept has its origins in psychological and behavioral studies (Dodd & Supa, 2011).

The power of attitude is reflected in both cognitive – what we think and believe - , and affective – what we feel and experience - responses. Consumers' affective attitude plays an important role in their cognitive-affective purchase intention formation (Bian & Forsythe, 2012). Therefore, to study Purchase Intention Behavior we must refer to the theory of

reasoned action, which is based on the assumption that individuals are rational and make systematic use of the information available to them (Bian & Forsythe, 2012; Dodd & Supa, 2011). This means that consumers' attitudes have influence in their behaviors and this explains why CSR programs may have an impact on the consumers' Purchase Intention.

Existing studies examined the relationship between CSR and product purchase intention, using situations in which consumers made purchase decisions being informed about CSR. The results show that CSR actions influence customer's buying decisions indirectly by influencing their perceptions about the company, since it has an impact on how they evaluate the brand and therefore on their choice (Brown & Dacin, 1997; Sen & Bhattacharya, 2001).

Hence, it is important to examine the relationship between the consumers' purchase intention and organizations' involvement and position CSR activities as a strategic management function of public relations (Dodd & Supa, 2011).

### 2.3. Culture

*“The world is full of confrontations between people, groups, and nations who think, feel, and act differently. At the same time these people, groups, and nations, (...) are exposed to common problems that demand cooperation for their solution.(...) One of the reasons why so many solutions do not work or cannot be implemented is that differences in thinking among the partners have been ignored” (Hofstede, 2010)*

Global brands operate in global markets. This global approach makes communication and marketing planning a challenge for marketers, since cultural differences need to be carefully analyzed, to adapt those strategies and make them work.

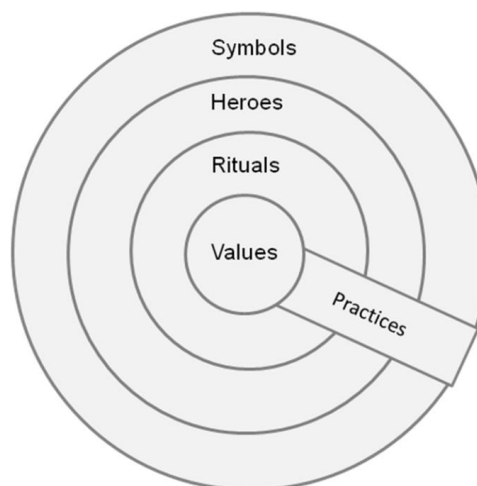
To answer to cross-cultural differences, sometimes translated into ethical conflicts, companies may adopt their corporate strategies. They can adapt to local standards or they can defend universal ethic principles (Werther & Chandler, 2005). This happens because each culture is unique, has its own demographic, economic, religious, ethical and cultural features. So, people perceive products, symbols, services, colors, words, numbers, and so many other things, in different, sometimes even opposite ways. The same happens with corporate social initiatives. Consumers from different countries and cultures will perceive

CSR actions differently, giving them different meanings and different levels of importance. Hence, as Werther & Chandler (2005) argue, we can talk of *cross-cultural corporate responsibility*, a corporate responsibility system which unequivocally allows the nurturing of relationships with stakeholders of differing race, culture and values.

In this investigation we will focus only the Portuguese culture, since there are few studies regarding the relationship of this culture with CSR. In this section we will define culture and its dimensions.

### 2.3.1. Defining Culture

Hofstede (2010) is one of the most appraised investigators in the field of cultures, studying how they can influence people's attitudes and behaviors. In his studies, he analyzes culture has what he calls the *software of the mind* and how it influences organizational practices. According to the author, culture is *the collective programming of the mind that distinguishes the members of one group or category of people from others* (Hofstede, 2010, p. 6). Cultural differences may be found in different ways. Hofstede distinguishes between four types of cultural manifestations: symbols, heroes, rituals and values. They are represented in an onion diagram in which symbols stand on the external layer and values are in the core of the onion. Symbols are easier to be perceived by an outsider – the person who doesn't belong to a given culture –, they are the most superficial manifestation of a culture and, on the other hand, values are more difficult to be noticed at the first sight by a stranger, since they represent the deepest culture manifestation (Hofstede, 2010).



**Figure 2** - The "Onion": Manifestations of Culture at Different Levels of Depth

Symbols are words, pictures, objects, or gestures that carry out a particular meaning recognized only by those who belong to a given culture. Heroes are persons, alive or dead, that possess the most valued characteristics in that given culture, and thus, they serve as models for behavior. Rituals are collective practices/activities technically superfluous to achieve desired ends but are considered essential within the culture. As represented in Figure 2, practices are transversal to the three first layers – they are visible to an outside observer but their cultural meaning is invisible. Finally, values are defined by Hofstede as *broad tendencies to prefer certain states of affairs over others* (Hofstede, 2010, p. 9).

Hofstede's work led to the construction of six cultural dimensions that are widely used to characterize national cultures: Power Distance Index, Individualism Index, Masculinity Index, Uncertainty Avoidance, Long Term Orientation vs Short term Orientation and Restraint vs Indulgence.

**Power Distance Index (PDI)** indicates in what extent the less powerful members of institutions or organizations accept and expect that power is distributed unequally. **Individualism Index (IDV)** measures in what extent ties between individuals are loose. In a society with high levels of individualism everyone is expected to look after him or herself and his or her immediate family. The opposite is collectivism, which characterizes societies strongly cohesive, in which they protect each other during a lifetime. The third dimension – **Masculinity Index (MAS)** – measures if a society can be considered more masculine or more feminine. A masculine society is where gender roles are very distinct: men are supposed to be assertive, tough and focused on material success while women are supposed to be modest, tender and more concerned with quality of life. In a feminine society, both genres are expected the same roles. Both are supposed to be modest, tender and concerned with quality of life. The **Uncertainty Avoidance Index (UAI)** measures in which extent the members of a society feel anxiety when confronted with the unknown or ambiguous situations. **Long-term Orientation Index (LTO)**, now named as **Pragmatism**, reports to a society where the fostering of virtues oriented toward future rewards and perseverance and thrift are valuable virtues. In the other side, there's short-term orientation, a **Normative** one, related with fostering for the past and present which means respect for tradition and fulfilling social obligations.

The sixth dimension was included later. **Indulgence vs Restraint (IVR)** reports to life philosophies. While indulgence stands for a tendency to allow relatively free gratification of basic and natural human desires like enjoying life and having fun, restraint regards the conviction that such gratification needs to be curbed and regulated by strict social norms (Hofstede, Jan Hofstede, & Minkov, 2010).

#### *2.3.1.1. Power Distance – the PDI Index*

*Power distance can therefore be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally* (Hofstede, 2010, p. 61).

Power Distance starts with family, the first “institution” that we know. In a large-power-distance culture, children are expected to be obedient to their parents, with the existence of an authority figure even among older and younger siblings. Respect for the old ones is always the expected attitude and parents and grandparents are treated with formal distance which lasts through adulthood. On the contrary, in a small-distance situation, children are treated more equally among the members of their family, where behavior toward others is not dependent on their age or status.

In large-power-distance societies, hierarchy in organizations reflects the existing inequality between higher and lower levels and there are a large number of personnel in supervision. Also it can be observed a wide salary range between the top and the bottom of the organizations, privileges and status symbols are normal and popular. Managers rely on their superiors, and subordinates expect to be told what to do. On the other hand, on a small-power-distance society, hierarchy is perceived only as inequality of roles, established for convenience, the salary range is narrow, subordinates expect to be consulted and managers rely on their own experience.

There is a democratic sense in this Index. While in a small-power-distance society is considered that all should have equal rights, in a large-power-distance society it is considered normal that the powerful members of society have privileges. In societies with low PDI, the governments are pluralistic, based on the outcome of majority votes. Power is

based on a formal position, on expertise and ability to give rewards. In a culture with high PDI, power is based on tradition or family, charisma, and the ability to use force. Also there is less dialogue and more violence in domestic politics compared with a society with low PDI.

#### *2.3.1.2. Individualism vs. Collectivism – the IDV Index*

*Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate family. Collectivism pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty (Hofstede, 2010, p. 92).*

In individualistic societies people give more importance to personal time, personal approaches at work, they have a bigger need for self-achievement. Telling the truth about how one feels is considered a sincere attitude and confrontations and conflicts are a natural part of family or professional lives. Meanwhile, in a collectivistic society a child is learned to take their bearing from others when it comes to opinions. The opinion that counts is the one held by the group. In individualistic families, children are taught to develop opinions of their own and parents value that their sons and daughters take early jobs. They move out of their parent's home earlier either.

In collectivistic societies, socialization in public places is frequent; there is a clear understanding of who is "in-group" and who is "out-group", while in individualistic societies there is an understanding of universalism.

Another important trait that distinguishes collectivism from individualism is that in collectivist societies, social network is the primary source of information, while in individualistic societies media replaces personal socialization as a source. In individualistic cultures, consumption patterns show self-supporting lifestyles; meanwhile in collectivistic cultures those patterns are dependent of others. Basically, individuals in collectivistic cultures are more interdependent than individuals in individualistic societies who represent an independent self.

In work and school the same premises are taken into account. While employees in a collectivist culture are seen as persons belonging to a group who will pursue the group's interests, in individualistic cultures employees are "economic persons" who will pursue the employer's interests only if it coincides with its own. The relationship between the employers in an individualistic culture is only a contract between parties in the labor market. In collectivism, this contract symbolizes a family link, and is mostly morally based.

In cultures where collectivism reigns, the interest of the group prevails over the individual interest. However, in an individualistic culture the opposite happens – self-actualization is the ultimate goal, while in collectivism, consensus in society is the desirable state. Usually, collectivistic societies have a lower Human Rights rate while individualistic societies have higher rating in Human Rights.

#### 2.3.1.3. *Masculinity vs. Feminism – The MAS Index*

*A society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life. A society is called feminine when emotional gender roles overlap – both men and women are supposed to be modest, tender, and concerned with the quality of life (Hofstede, 2010, p. 140).*

In feminine societies, relationships and quality of life are valued while in masculine societies challenge, earnings, getting recognition and advancement are considered more important. These societies are also more aggressive, and competition is the normal climate since school to work opportunities. In school it is important to be the best in class and failing is considered a disaster. Persons tend to overrate their performance – ego-boosting – while in feminine societies, the contrary happens. Children are taught to be friendly, and non-aggressive behaviors aren't tolerated in socialization. When it comes to choose a career, job choice is based on intrinsic interest while in individualistic cultures it is based on career opportunities.

In workplace, the same principles apply. Management in feminine culture is looking for consensus and follows intuition. In individualistic cultures, management is decisive and

aggressive; the resolution of conflicts is done by letting the strongest win, while in feminine cultures conflicts are mostly solved through negotiation and compromise. In masculine societies, more money is preferred over more leisure time.

When it comes to politics, feminine cultures are concerned about the welfare of the society, defending a permissive one, where immigrants should be integrated. It is stated that government should help the needy. The environment should be preserved. In masculine societies performance is the society ideal, it is defended a corrective society where immigrants should assimilate and the economy should continue to grow, while poor countries should help themselves.

#### *2.3.1.4. Uncertainty Avoidance – UAI Index*

*Uncertainty Avoidance is defined as the extent to which the members of a culture feel threatened by ambiguous or unknown situations (Hofstede, 2010, p. 191).*

The feeling of uncertainty avoidance is usually expressed through nervous stress and in a need for predictability, in written and unwritten rules. In a society with low levels of UAI, uncertainty is perceived as a normal feature of life, so each day is accepted as it comes, what is different is curious, there is a more relaxed children education, more easygoing. In contrast, a society with high UAI levels sees uncertainty as a continuous threat that must be fought, which provokes high levels of stress and anxiety, what is different is seen as dangerous and there are tight rules for children.

A curious fact is that in low UAI cultures, people claim more often for ethical considerations in buying while in uncertainty-avoidance societies, people read less books and newspapers, being less informed about these issues.

In societies with weak uncertainty avoidance, there should be no more rules than strictly necessary, there is tolerance for ambiguity and chaos, and there is a tendency for risky investments. Meanwhile, in strong uncertainty avoidance societies, there is an emotional need for rules and a need for precision and formalization. The same happens in Law. Societies with high records of UAI have many and precise laws, citizens are incompetent toward authorities and their protests should be repressed. There is low participation in

voluntary associations and movements and a higher conservatism, law and orders. Societies with low levels of UAI have few and general laws, citizens' protests are accepted and if the law cannot be respected, it should be changed. There is also a high participation in voluntary associations and movements and the State is generally liberalistic.

#### *2.3.1.5. Long-term orientation vs. Short-term orientation – LTO Index*

*Long-term orientation stands for the fostering of virtues oriented toward future rewards – in particular, perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present – in particular, respect for tradition, perseveration of “face”, and fulfilling social obligations (Hofstede, 2010, p. 239).*

Long-term orientation (LTO) reflects fairly the living philosophy defended by Confucius, an intellectual born in China around 500 B.C. The key principles of Confucius teaching are: the stability of society is based on unequal status relationships between people; the family is the prototype of all social organizations; virtuous behavior toward others consists of not treating others as one would not like to be treated oneself and virtue with regard to one's tasks in life consists of trying to acquire skills and education, working hard, not spending more than necessary, being patient, and preserving.

Therefore, based in these principles, long-term orientation cultures go for thrift, being sparing with the resources, and they show perseverance and sustained efforts toward slow results, while short-orientation cultures demonstrate a tendency for spending and haste for producing quick results. LTO individuals are also more willing to subordinate oneself to a purpose, a biggest sense of shame and respect for circumstances. In the business domain, short-term orientation (STO) societies give much importance to “this year's profits” while LTO cultures are more concerned with long-term profits.

#### *2.3.1.6. Indulgence vs. Restraint*

*Indulgence stands for a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun. Restraint reflects a*

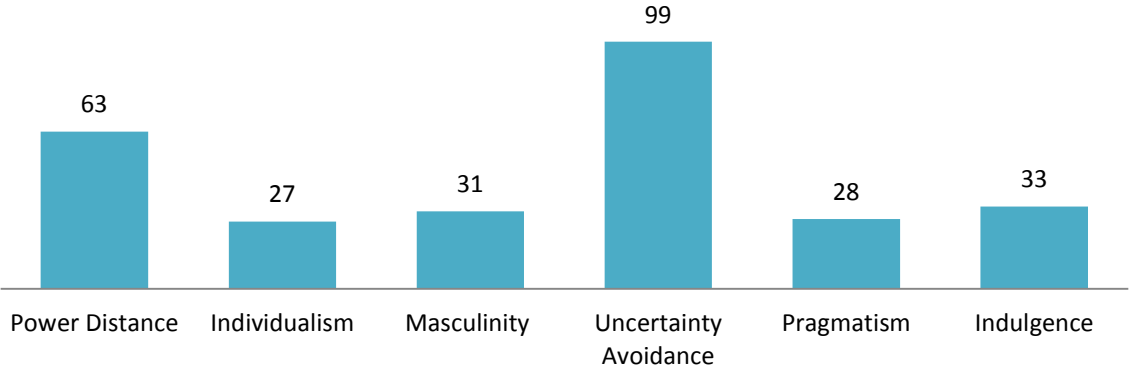
conviction that such gratifications needs to be curbed and regulated by strict social norms (Hofstede, 2010, p. 281).

Indulgent societies have a high percentage of happy people, higher optimism, thrift is not very important. There is a more satisfying family life, where tasks should be shared within the household members. Also, freedom of speech is viewed as relatively important whereas maintaining order in the nation is not a given priority. On the other hand, restrained societies have lower percentages of happy people, there is a less satisfied family life, in which not sharing household tasks isn't a problem since gender roles are strictly defined. Freedom of speech is not a primary concern, while maintaining the order of the nation is, explaining the higher number of police officers.

*2.3.2. Portuguese cultural analysis*

In the present study we'll focus on the Portuguese culture. The Portuguese culture was chosen mainly due to its proximity. Since the study is being developed in Portugal, it is of great interest to study the culture where it is emerged. Also, it is easier for us to collect data from it. Moreover there is in Portugal little research regarding CSR and consumers' perceptions on it. We intend to open the discussion in the Portuguese culture.

*2.3.2.1. The Portuguese Culture*



**Graph 1** – Cultural Dimensions - Portugal

If we analyze Portugal through Hofstede's cultural dimensions, we can get a good overview about its culture (Graph 1). Regarding PDI, we observe Portugal scores

relatively high in this dimension (63). Hierarchical distance is thus accepted in the Portuguese society and those holding the most powerful positions are admitted to have privileges for their position. The subordinates expect to be told what to do in their workplace, which can have as a consequence lack of motivation.

Portugal scores only 27 in Individualism Index, being classified as a collectivist society. This means that there is a close long-term commitment to the “group” that can be family, extended family or extended relationships. Portugal’s society fosters strong relationships where everyone takes responsibility for the other members of the group, where business relations are seen in a moral basis – as a family link.

In Masculinity Index Portugal scores 31. It is a feminine society, where competition is not appreciated, everyone is looking for consensus, and people value equality, solidarity and quality in their lives and professional careers. The best way to resolve conflicts is through compromise and negotiation.

Uncertainty Avoidance is the dimension that clearly defines Portugal. The country scores 99, which means that this society has the need of maintaining rigid codes of beliefs and behavior, intolerant to unorthodox behavior or ideas. There is an emotional need for rules, time is considered money, and people have the need to work hard.

Pragmatism, referring to LTO, is relatively low in Portugal either. This means that Portuguese people prefer normative over pragmatism; they exhibit great respect for traditions and a small tendency to save for the future, giving importance to achieving quick results.

A low score in the Indulgence Index (33) indicates that Portugal has a culture of restraint. There is a tendency for cynicism and pessimist, people don’t put much emphasis on leisure time and they tend to control the gratification of their desires.

### *2.3.3. GLOBE Project*

The GLOBE (Global Leadership and Organizational Behavior Effectiveness) is a research program focusing on culture and leadership in 61 nations, grouped into 10 cultural clusters - South Asia, Anglo, Arab, Germanic Europe, Easter Europe and Latin Europe. Cultural

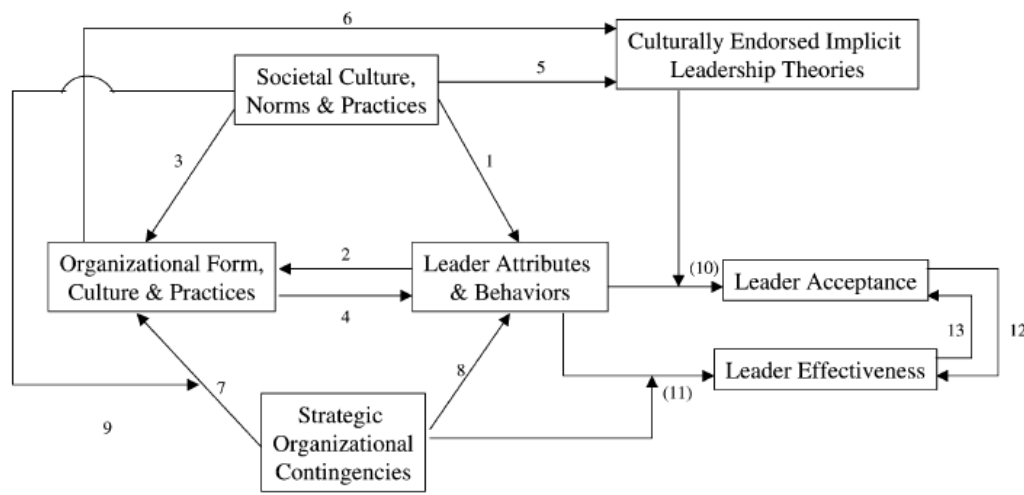
clusters are defined as a group of countries that share many similarities, so the countries in a cluster are more like each other than another country from outside the cluster. In that way, the authors of the study were able to identify the extent, nature, and dynamics of cultural similarities across the globe. National cultures were studied through nine dimensions: performance orientation, future orientation, assertiveness, power distance, humane orientation, institutional collectivism, in-group collectivism, uncertainty avoidance, and gender egalitarianism (House, Javidan, Hanges, & Dorfman, 2002).

GLOBE's nine cultural dimensions are described as following:

1. **Uncertainty Avoidance:** the extent to which members of an organization or society strive to avoid uncertainty by reliance on social norms, rituals, and bureaucratic practices to alleviate the unpredictability of future events;
2. **Power Distance:** the degree to which members of an organization or society expect and agree that power should be unequally shared;
3. **Collectivism I - Social Collectivism:** the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.
4. **Collectivism II – In-Group Collectivism:** the degree to which individuals express pride, loyalty and cohesiveness in their organizations or families.
5. **Gender Egalitarianism:** the extent to which an organization or a society minimizes gender role differences and gender discrimination.
6. **Assertiveness:** the degree to which individuals in organizations or societies are assertive, confrontational, and aggressive in social relationships.
7. **Future Orientation:** the degree to which individuals in organizations or societies engage in future-oriented behaviors such as planning, investing in the future, and delaying gratification.
8. **Performance Orientation:** the extent to which an organization or society encourages and rewards group members for performance improvement and excellence.
9. **Humane Orientation:** the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others .

The first six dimensions have their origin on Hofstede’s cultural indexes. In GLOBE, the items are made to reflect two cultural manifestations: institutional practices reported “As Is” and values reported in terms of what “Should Be”

The main objectives of GLOBE were to determine the influence of culture values in organizational leadership and practices. The theoretical model is described in the figure below:



Numbers in parentheses indicate an interaction among two adjoining arrows

Figure 3 – GLOBE’s Theoretical Model (House et al., 2002)

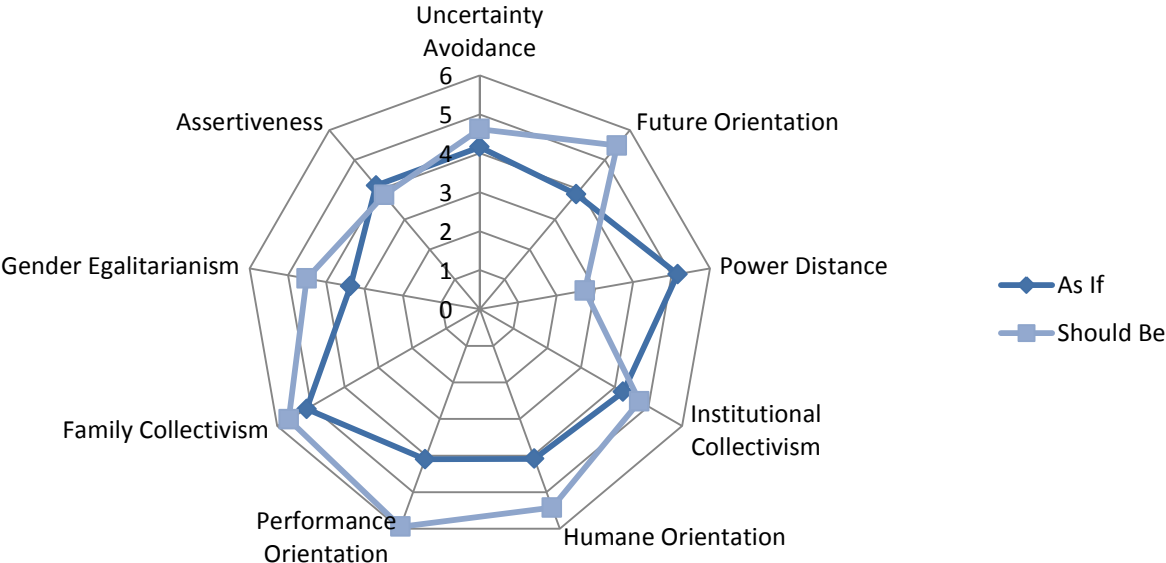
To analyze leadership models, GLOBE considers six more dimensions – Charismatic, Team Oriented, Self-protective, Participative, Humane and Autonomous -, which will be essential to describe the preferred leadership styles in the ten analyzed clusters.

### 2.3.3.1. Portugal cultural analysis

Regarding the present study, we will contextualize GLOBE’s findings in Latin Europe Cluster (Portugal), where our study object is integrated.

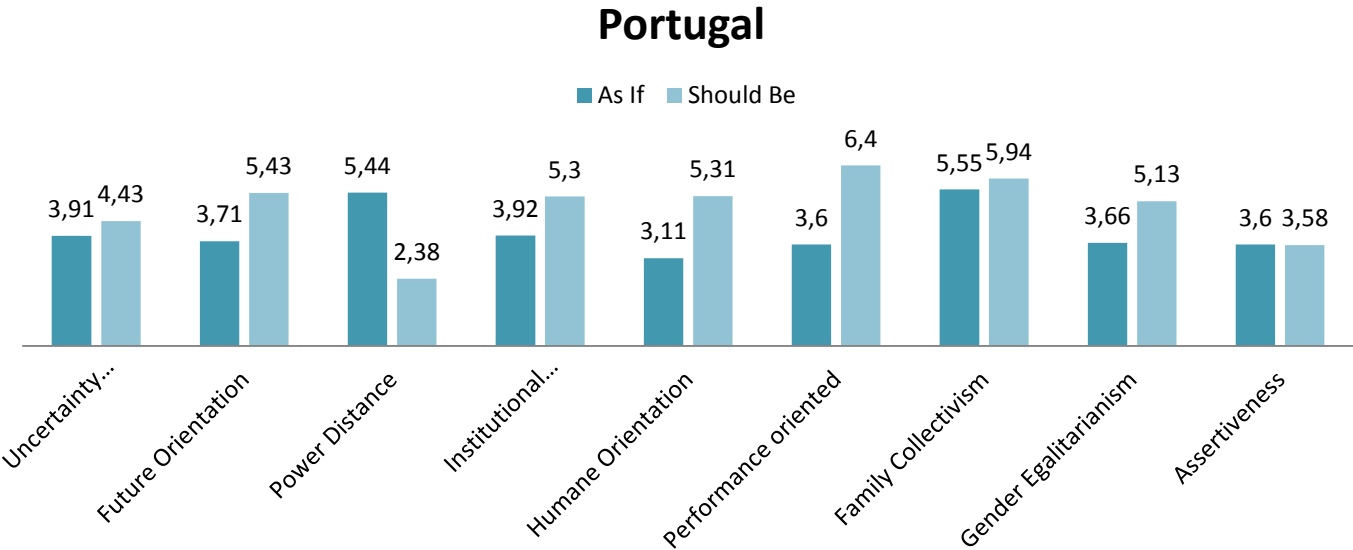
The Latin Europe Cluster consists of Spain, Portugal, Italy, French Switzerland, France, and Israel. This group represents a total population over 170 million and has a gross national income of close to U.S \$3.5 trillion. The cluster scores close to mid-range on all

dimensions of societal practices except for power distance, where it scores high. Overall, the cluster seems to be performance oriented (Graph 2) (Jesuino, 2002).



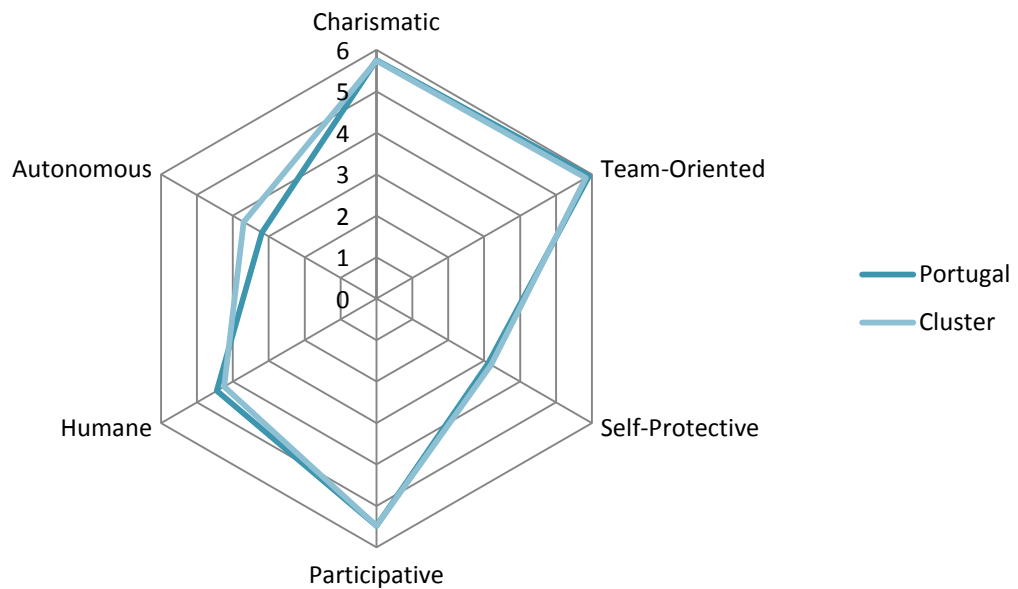
Graph 2 - Latin Europe Cluster societal culture scores (Jesuino, 2002)

Analyzing the particular case of Portuguese culture, we can observe that it scores high in Power Distance and Family Collectivism and it is considered that the society should be more performance and future oriented, and there should be more gender egalitarianism.



Graph 3 - GLOBE's cultural dimensions for Portugal (Jesuino, 2002)

Charismatic visionary, team-oriented and participative leadership are considered in Latin Europe countries as the most effective leadership attributes, as it is represented in Graph 4. In the particular case of Portugal, we can observe a strong similarity with the overall clusters' scores (Graph 3).



Graph 4 - GLOBE's Leadership Profiles Scores (Jesuino, 2002)

#### 2.4. CSR and Cultural Studies

Culture has been identified by many authors as a significant role player in business ethics and behaviors (Christie, Kwon, & Baumhart, 2003; Hofstede, 2010; Maignan & Ralston, 2002). Culture determines the way a group of people represent the world, perceive the reality, themselves and the behaviors of others. Therefore, it influences business, decision-making processes, it may define marketing strategies, and it defines how the organization is structured and how it works. Culture is definitely a variable that influences people's perceptions, so we believe that it influences how consumers perceive CSR.

Some authors have already used cultural dimensions for cross-cultural CSR studies. Isabelle Maignan (2001) studied how consumers' perceptions of social responsibility can differ in different countries. Findings from this study reported that in Germany and France consumers are more likely to support responsible organizations in their shopping activities than in U.S. and it is more likely that German and French consumers perceive high levels of economic performance as negatives, so companies in those two countries must advertise more their social responsible dimension rather than their economic performance.

Ho, Wang, and Vitell (2011) investigated how corporate social performance (CSP) is influenced by Hofstede's cultural dimensions. Results show that differences are linked to national culture, geographic region and level of economic development. European companies overall perform much better than North American companies with regard to average CSP score. These findings are in accordance with the idea that national culture defines the value system in which people's attitudes are constructed. Higher CSP is found to be significantly associated with cultures characterized by higher power distance, more collectivist, more masculine and more uncertainty avoidance societies.

Singh, Sanchez and Bosque (2008) adopt a cross-country perception of CSR concept analyzing consumer perceptions and behavior of four leading products manufacturers. Comparing Spain with United Kingdom they realized that Spanish consumers are more critical about valuing the degree of information on ethical and environmental activities, but their interest in these practices are smaller than in UK consumers.

Christie et al. (2003) employed Hofstede's cultural typology to examine the relationship between his five cultural dimensions – individualism, power distance, uncertainty avoidance, masculinity, and long-term orientation – and business manager's ethical attitudes toward certain questionable business practices, in United States, Korea and India. The authors concluded that there is a strong relationship between Individualism and Power Distance and ethical attitudes regarding subjects such as Marketing unhealthy products, dishonesty in advertisement, injury to the environment, firing older employees, piracy, among others. Americans and Indians agreed with the premise "business managers' main concern is to make a profit; ethics is secondary". Indians and Koreans saw injury to the environment as more unethical than Americans. On the other hand, being a more individualistic country, Americans found nepotism, software piracy, and sharing insider information more unethical than Indians and Koreans, relative less individualistic.

Maignan and Ralston (2002) analyzed the online contents in companies websites from different countries – United States, United Kingdom, Netherlands and France – to determine in which extent they defended their actions and policies in corporate social responsibility. They found significant differences in the way different cultures communicate CSR. US and UK companies were significantly more concerned in communicating CSR than their European counterparts. Moreover, when Dutch and French companies communicated CSR, they introduce the theme referring stakeholder pressures, while US companies are more performance driven.

Hence, there is strong evidence that cross-cultural differences influence CSR perception by consumers, since culture is one of the most important variables that influence ethical decision making.

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### 3. Conceptual Model and Research Hypotheses

The conceptual model developed aims to analyze how CSR actions performed by global brands influence consumer's social responsible purchase intention, brand loyalty and Consumer-Company Identification phenomena among the Portuguese consumers. The proposed model intends to analyze how CSR actions influence consumers' perceptions and which action do consumers pertain towards these brands.

In this Chapter we'll describe our conceptual model and develop a theoretical explanation for the hypotheses formulation based on the Literature Review.

#### Proposed Hypotheses:

|            |   |
|------------|---|
| <b>H1</b>  | Positive CSR associations contribute to consumers' higher levels of Brand Loyalty.                      |
| <b>H2</b>  | Positive CRS associations build stronger Consumer-Company Identification.                               |
| <b>H3</b>  | Positive CSR associations are positively related to consumers' Social Responsible Purchase Intention.   |
| <b>H4</b>  | Consumers' Social Responsible Purchase intention is positively related to Brand Loyalty.                |
| <b>H5</b>  | Consumer-Company Identification is positively related to Brand Loyalty.                                 |
| <b>H6</b>  | Consumer-Company Identification is positively related to Social Responsible Purchase Intention.         |
| <b>H7</b>  | Positive CA associations are positively related to consumers' higher levels of Brand Loyalty.           |
| <b>H8</b>  | Positive CA associations contribute to higher levels of C-C identification.                             |
| <b>H9</b>  | Positive CA associations contribute to higher levels of Social Responsible Purchase Intention behavior. |
| <b>H10</b> | Positive CSR Associations are positively related to positive CA associations.                           |

Table 2 - Investigation Hypotheses

### *The influence of CSR Associations on Brand Loyalty*

According to Chieng & Lee (2011) the study of Brand Equity in a customer-based perspective has to involve four dimensions, including brand awareness, brand associations, perceived quality and Brand Loyalty. These four dimensions are related with how consumers perceive brands. The creation of brand loyalty is significant since loyal customers encourage others to become users and eventually loyal to the brand (Schultz & Block, 2013).

Several studies have demonstrated that CSR associations generate loyalty behavior in consumers regardless of the price of the products or services. This loyalty behavior makes consumers more willing to accept eventual lapses from the brand. Because CSR domain reveals the values, the character and the identity of the company, it creates a bridge linking the brand's image with consumers' emotional domain, which comes to brand loyalty and brand advocacy. (Bhattacharya & Sen, 2004; Du, Bhattacharya, & Sen, 2007).

Therefore, it is argued that despite not bringing immediate profits for the brand, CSR actions, by building CSR associations in consumers' minds, may actually bring significant advantages by increasing brand loyalty and making consumers more satisfied, due to the good reputation associated with its name. CSR practices experienced by various stakeholders may help to reduce transaction costs because of the good reputation that is associate to its name (Walsh & Bartikowski, 2013), as well as to increase customer satisfaction and loyalty toward the firm as Werther & Chandler (2005) point out.

So it is important for firms to maintain their corporate image, by enhancing CSR associations, which can be done through brand sustainability. One form of brand sustainability is the continuous virtuous cycle of satisfied customers who advocate the brand to others.

If CSR actions generate positive corporate associations in consumers' minds and these positive associations are positively related to the construction of brand loyalty, then CSR actions overtaken by a global brand may improve consumers' brand loyalty through the generation of CSR associations. Then, we propose that:

**H1: Positive CSR associations contribute to consumers higher levels of Brand Loyalty.**

*The influence of CSR Associations on Consumer-Company Identification*

CSR strategies undertaken by brands seem more human to the consumers' eyes, serving as an excellent marketing tool to build quality and long relationships with consumers, and generating CSR associations. It is important that citizens perceive the brand as being aware of its global impacts and that it is concerned about it. This humanizing technique has been related with the consumer-company identification phenomena (C-C Identification) (Bhattacharya & Sen, 2003, 2004).

According with Bhattacharya & Sen (2004), C-C identification is driven by individual's needs for self-definition and social identity that prompts them to develop a sense of attachment with selected brands. Nowadays marketers are making great efforts to build strong and meaningful relationships with their customers, so people would become psychologically and emotionally attached to a brand and care about the organization.

Therefore, an organization engaged in CSR actions can clearly contribute to consumers' self-esteem, by enhancing CSR associations in their corporate image. Complying with companies engaged in good deeds may be a way for consumers to feel better about themselves. Recent research suggested that CSR actions increase C-C identification precisely because it involves self-image congruence to that of the organization. The degree of overlap between a customer's self-image and the company indicates the strength of identification (Dutton et al., 1994). CSR may generate active support from customers as shown by Sen and Bhattacharya (2001), that suggested that CSR has a positive effect on consumers' evaluation of the company, in part mediated by C-C identification. Also, a study conducted by Lee and Qu (2010), in which they analyzed how consumers responded to CSR initiatives, shows a strong positive influence of CSR actions on C-C Identification.

Hence, we propose that CSR actions have a positive influence in generating C-C identification by creating CSR associations, since consumers' look for brands that stand for values that are somewhat related to the image they have of themselves:

## **H2: CRS associations build stronger Consumer-Company Identification.**

### ***The influence of CSR Associations on Social Responsible Purchase Intention Behavior***

Dodd & Supa (2011) define Purchase intention as the likelihood of a consumer to intend to purchase a product. The concept is related with the power of attitude based on cognitive and affective domains. Consumers' affective attitude plays an important role in their cognitive-affective purchase intention formation (Bian & Forsythe, 2012). Purchase Intention Behavior is based on the assumption that individuals are rational and make systematic use of the information available to them (Bian & Forsythe, 2012; Dodd & Supa, 2011). Thus, consumers' attitudes have influence in their behaviors and this explains why CSR programs may have an impact on consumers' Purchase Intention. Becker-Olsen et al. (2006) highlight that consumers expect firms to be involved in social initiatives and they may reward them for their efforts through purchase behavior.

Other studies showed that CSR actions influence consumer's buying decision indirectly by influencing their perception about the company through CSR associations, which may have an impact on the product evaluation and thus on their product choice (Brown & Dacin, 1997; Sen & Bhattacharya, 2001). However, other scholars found a strong influence of CSR actions with Purchase Intention and that CSR initiatives provides companies with the chance of getting customer loyalty, word-of-mouth and trust (Lee & Qu, 2010; McDonald & Rundle-Thiele, 2008; Yoon, Gürhan-Canli, & Schwarz, 2006).

Therefore, having in mind the creation of positive corporate associations in consumers' minds by CSR actions, CSR associations may have a positive influence on Social Responsible Purchase intention.

## **H3: CSR associations are positively related to consumers' Social Responsible Purchase Intention.**

### *The influence of Social Responsible Purchase Intention on Brand Loyalty*

Aaker (1996) assumes that brand loyalty is a core dimension of brand equity since it represents a barrier to entry, a basis for price premium, time to respond to competitors and a bulwark against deleterious price completion.

Brand loyalty is important to build higher levels of brand equity since it means that consumers will not consider other brands when they buy a specific product or service (Baldinger & Rubinson, 1996). In Oliver's (1999) definition brand loyalty is described as a "deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing". Hence, brand loyalty represents a repurchase commitment. Aaker (1991) also mentions that consumers must have positive feelings to a brand and they will produce purchase intention.

Chi, Yeah & Yang (2009), while studying the influence of Brand Awareness on Consumer Purchase Intention, have also found out a positive relation between Brand Loyalty and Purchase Intention.

If by demonstrating social commitment, brands are showing that they care about society and, simultaneously, they are creating emotional links and positive feelings with their customers, we can propose the existence of a relation between Social Responsible Purchase Intention and brand loyalty, with Social Responsible Purchase Intention motivating consumers to rebuy products and build loyalty towards the brand.

Therefore, we have reasons to believe that higher levels of consumers' social responsible purchase intention are positively related to Brand Loyalty, and we propose the following hypothesis:

**H4. Consumers' Social Responsible Purchase intention is positively related to Brand Loyalty.**

### ***The influence of C-C Identification on Brand Loyalty***

For global companies, their brand is their business and this happens because brand loyalty is based on taste, fashion, consumer whim and, most important, individual perception. In their study about C-C Identification, Bhattacharya & Sen (2003) suggest that identity similarity is the main cause to this identification. Consumers are motivated to maintain a stable and consistent sense of self, so they will be not only more willing to buy products or services from brands that stand for the same causes but also will be more eager to remain loyal to that brand.

Therefore, we propose that C-C identification phenomena will have a positive influence on Brand Loyalty. We propose:

**H5. Consumer-Company Identification is positively related to Brand Loyalty.**

### ***The influence of C-C Identification on Social Responsible Purchase Intention Behavior***

Bhattacharya & Sen (2004) argue that C-C identification is driven by individual's needs for self-definition and social identity that prompts them to develop a sense of attachment with selected brands. C-C identification may be described as a sort of emotional link established with the brand.

Nowadays marketers are making great efforts to build strong and meaningful relationships with their customers, so people would become psychologically and emotionally attached to a brand and care about the organization. The creation of this meaningful relationship has many positive consequences, such as company promotion, creation of brand loyalty and resilience to negative information (Bhattacharya & Sen, 2003).

C-C Identification leads to more customers, more engagement and consequently, more purchases. Hence, we propose that:

**H6. Consumer-Company Identification is positively related to Social Responsible Purchase Intention.**

### *The influence of Corporate Ability Associations on Brand Loyalty*

Consumers' cognitive associations for a company can be both a strategic asset and a source of sustainable competitive advantage. Brown and Dacin (1997) include on corporate ability (CA) the expertise of the employees, the superiority of R&D investments, the technological innovation, industry leadership and so on. According to the authors, CA associations influence product evaluations. Consumers might learn CA associations from prior experiences with a company, word-of-mouth communication, or media reports. Perceived product sophistication is an important product attribute that might be positively influenced by CA associations, defining the degree to which a product exhibits the latest technological advances. Therefore, CA associations influence product responses through their influence on product attribute perceptions (Brown & Daccin, 1997).

As a result, positive CA associations will generate positive consumers' perceptions about a brand, which might develop brand loyalty, an attitude that describes preferences. It is a basis for price premium and to create sustainable competitive advantage which can be used as a barrier for other brands to enter in the market. This is why Brand Loyalty is seen as a core feature in Brand Equity (David a Aaker, 1996).

As Brown and Dacin (1997) argue, corporate associations are a source of sustainable competitive advantage. Schultz and Block (2013) suggest that one form of brand sustainability is the continuous virtuous cycle of satisfied customers who advocate the brand to others. Positive CA associations will contribute to generate brand loyalty in these satisfied customers, who will encourage others to become users and eventually loyal to the brand.

Hence it is important for firms to maintain their corporate image, which can be done through brand sustainability. One form of brand sustainability is the continuous virtuous cycle of satisfied customers who advocate the brand to others. The creation of brand loyalty is significant since loyal customers encourage others to become users and eventually loyal to the brand (Schultz & Block, 2013).

Positive CA associations generate satisfied customers who will buy and rebuy products or services from a specific brand, creating preferences and making customers loyal. Therefore, we propose that:

**H7: Positive CA associations are positively related to consumers' higher levels of Brand Loyalty.**

*The influence of Corporate Ability Associations on Consumer-Company Identification*

C-C identification is driven by individual's needs for self-definition and social identity that prompts them to develop a sense of attachment with selected brands. C-C identification may be described as a sort of emotional link established with the brand through the creation of strong and meaningful relationships with their customers (Bhattacharya & Sen, 2003, 2004).

Corporate images could influence the extent of member identification with the organization. Company Identification is connected to the corporate image that the customers create of them. In this way, an organization's image could influence the extent of member identification with the organization (Brown & Dacin, 1997).

Corporate Ability Associations contribute to the creation of the corporate image. It is connected with the expertise of the employees, superiority of R&D investments, technological innovation, industry leadership, etc. (Brown & Dacin, 1997).

A brand that is perceived has a label for quality products, in the edge of technology and innovation, may therefore engage customers through these values, contributing to its self-definition as persons who care about innovation, who love technology and self-define themselves as digital or tech consumers. Hence, we believe that CA associations may generate consumer-company identification.

Therefore, having in mind the positive relation between positive CA associations and the creation of C-C identification, we propose that:

**H8. Positive CA associations contribute to higher levels of C-C identification.**

### ***The Influence of Corporate Ability Associations on Social Responsible Purchase Intention Behavior***

Corporate Ability Associations involve the skills or physical features attributed to the brand, such as technological innovation, design, industry leadership, expertise of the employees, and many others. These features positively improve the image of a brand, enabling corporate associations to be formed in consumers' minds regarding the products or the services of a specific brand (Brown & Dacin, 1997).

Positive CA associations will perform a role of competitive advantage and it may work as the determinant to choose between a brand and the other. Therefore, it may influence purchase intention behavior, providing reasons for the consumer to choose that brand rather than the other. Since innovation might be seen in different perspectives – as technological innovation, innovation in design or in marketing processes, we believe that by investing in social causes, global brands are also showing social and marketing innovation to its customers, motivating social responsible purchase behavior.

Hence, considering the possible existence of a relation between positive CA associations and Social Responsible Purchase Intention behavior, we propose that:

#### **H9. Positive CA associations contribute to higher levels of Social Responsible Purchase Intention behavior.**

### ***The influence of Positive CSR associations on Positive CA associations***

In their study, Brown and Dacin (1997) define Corporate Ability associations by comparing them with CSR associations. CSR is defined as the company's status and activities regarding their societal obligations, including activities that are relevant to several stakeholders, both community and employees. The authors found that CA associations influence product evaluations through product attribute perceptions and CSR associations only reveal this influence through primarily corporate evaluations.

This happens because CSR does not offer insight about the products or the services' attributes. Therefore, the results of their study shown that while negative CSR associations do not represent harm on product evaluations, they do help to improve them when they are positive.

If positive CSR associations might support the creation of positive product evaluations according to Brown and Dacin (1997), we believe that by enhancing CSR associations, company are helping their products or services to be positively perceived, enhancing also CA associations.

Hence, considering the relationship that seems to exist between these two variables, we propose that:

**H10: Positive CSR Associations are related to positive CA associations.**

Consequently, the following diagram presents the theoretical framework proposed which is composed by the ten previous hypotheses.

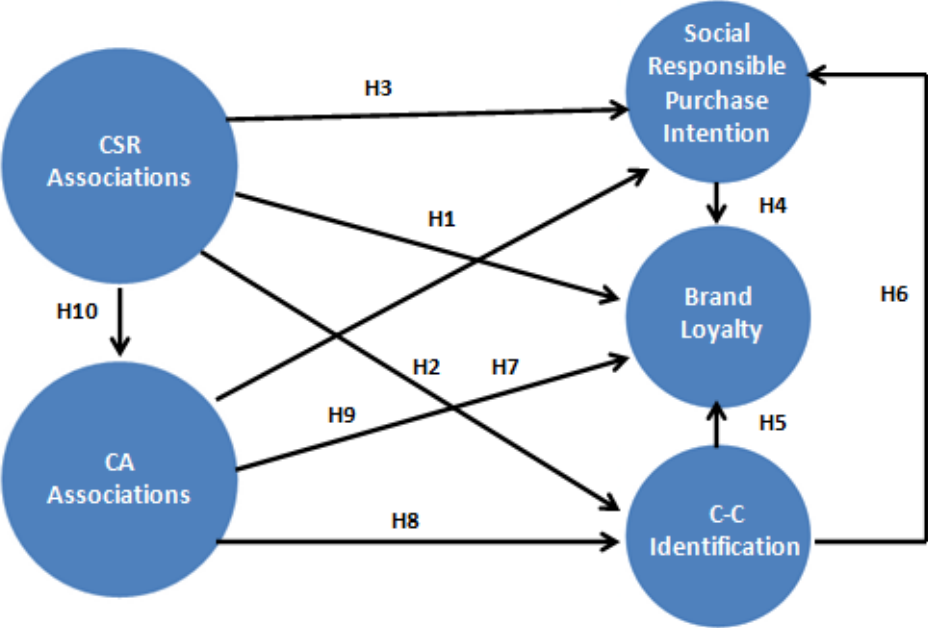


Figure 4 - Conceptual Model

## 4. Methodology

### 4.1. *Sampling procedure*

The data was collected through an online survey built on Google Drive. The survey included all the variables we intend to analyze to determine the influence of CSR on brand loyalty, consumers' purchase intention, and Consumer-Company Identification. The variables were collected from Literature Review and are all measured through scales previously tested and validated in scientific studies.

The survey was launched through two channels: Facebook, one of the most used social media network and Email. The emails were sent mainly from the IPL's Communication Office to faculty staff and alumni. On Facebook, the author posted the survey on its own page and then it was shared by friends.

The survey was addressed to Portuguese consumers, and it was launched on February 2014. We collected 344 valid answers.

### 4.2. *Questionnaire development and Pre-test*

The survey was built based on existing scales, previously tested and statistically validated by scientific studies related to this field of investigation. We used a five-point *Likert Scale* (1- Strongly Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Strongly Agree) to facilitate the comprehension of the respondents and to further facilitate the data analysis. The survey also included one question where it was requested to write down a global brand of which the respondent liked and was a frequent consumer.

It was made a pre-test of the survey before its official launching, aiming to identify possible adjustments to the survey. During the pre-test, the survey was answered by six respondents. We tested the comprehension of the questions and answers, and overall survey pertinence.

The pre-test provided us with the opportunity to improve the survey. In the first version the survey asked respondents to write down a Socially Responsible Brand. Respondents pointed out that they took too long thinking of a brand that engaged in CSR actions, so we decided to replace the question by asking for a brand they liked and then if they consider it a socially responsible brand. The final questionnaire can be consulted in appendix 7.1.

### 4.3. Measures

In the Literature Review we were able to identify variables to conduct our study and its measurements to analyze the impact of CSR actions on consumer actions and perceptions. The variables were evaluated on a five-point Likert Scale (1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree).

To evaluate the impact of CSR actions on brand loyalty, social responsible purchase intention and consumer-company identification, the study was developed based on the following variables:

| Variable                | Items  | Scale   | Adapted from             |
|-------------------------|--|---|--------------------------|
| Economic Responsibility | <p><i>I believe that business must...</i></p> <ul style="list-style-type: none"> <li>a. Maximize profits</li> <li>b. Control their production costs strictly</li> <li>c. Plan for their long term success</li> <li>d. Always improve economic performance</li> </ul>   | Five-point Likert Scale<br>(1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Öberseder et al., 2013) |
| Legal Responsibility    | <p><i>I believe that business must...</i></p> <ul style="list-style-type: none"> <li>a. Ensure that their employees act within the standards defined by the law</li> <li>b. Refrain from putting aside their contractual obligations.</li> <li>c. Refrain from bending the law even it this helps improve performance.</li> <li>d. Always submit to the principles defined by</li> </ul> | Five-point Likert Scale<br>(1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Öberseder et al., 2013) |

|                                 |  |   |                            |
|---------------------------------|--|---|----------------------------|
|                                 | the regulatory system.   | Agree)  |                            |
| Ethical Responsibility          | <p><i>I believe that business must...</i></p> <p>a. Permit ethical concerns to negatively affect economic performance.</p> <p>b. Ensure that the respect of ethical principles has priority over economic performance.</p> <p>c. Be committed to well-defined ethics principles.</p> <p>d. Avoid compromising ethical standards in order to achieve corporate goals.</p> | Five-point Likert Scale<br>(1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Öberseder et al., 2013)   |
| Philanthropic Responsibility    | <p><i>I believe that business must...</i></p> <p>a. Help solve social problems.</p> <p>b. Participate in the management of public affairs.</p> <p>c. Allocate some of their resources to philanthropic activities.</p> <p>d. Play a role in our society that goes beyond the mere generation of profits.</p>   | Five-point Likert Scale<br>(1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Öberseder et al., 2013)   |
| Brand Loyalty                   | <p>(1) I am a loyal customer of this company.</p> <p>(2) I have developed a good relationship with this company.</p> <p>(3) I intend to remain a customer of this company.</p>   | Five-point Likert Scale<br>(1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Arnold & Reynolds, 2003)  |
| Consumer-Company Identification | <p>A. I like what this brand stands for.</p> <p>B. *This Brand has an attractive identity.</p> <p>C. I recognize myself in this brand.</p> <p>D. My sense of who I am matches my sense of this brand.</p>  | Five-point Likert Scale<br>(1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Bhattacharya & Sen, 2003) |
| Responsible Purchase Intention  | <p>a. I would pay more to buy products from a socially responsible company</p> <p>b. I consider the ethical reputation of businesses when I shop</p> <p>c. *I avoid buying product from companies</p>  | Five-point Likert Scale<br>(1- Completely Disagree; 2 – Disagree; 3 –   | (Maignan, 2001)            |

|                                |  |  |  |
|--------------------------------|--|--|--|
|                                | <p>that have engaged in immoral actions</p> <p>d. I would pay more to buy the products of a company that shows caring for the well-being of our society</p> <p>e. * If the price and quality of two products are the same, I would buy from the firm that has a socially responsible reputation</p>  | Indifferent; 4 – Agree; 5 – Completely Agree)  |  |
| CSR Associations               | <p><i>The company...</i></p> <p>a. is concerned about protecting natural environment</p> <p>b. *directs part of its budget to donations and social works favoring the disadvantaged</p> <p>c. supports the development of the society financing social and/or cultural activities</p> <p>d. is concerned to improve general well-being of the society</p> <p>e. *<sup>1</sup>Seems to make an effort to create new jobs.</p> <p>f. Would reduce its profits to ensure a clean environment.</p> <p>g. Seems to be environmentally responsible.</p> <p>h. Looks like a good company to work for.</p> <p>i. Seems to treat its people well.</p> | Five-point Likert Scale (1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Fombrun, Gardberg, & Sever, 1999; Walsh & Beatty, 2007)<br><br>(Singh et al., 2008) |
| Corporate Ability Associations | <p><i>The company...</i></p> <p>(1) Offers high quality products and services.</p> <p>(2) Is a strong, reliable company.</p> <p>(3) Develops innovative services.</p>  | Five-point Likert Scale (1- Completely Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Completely Agree) | (Fombrun et al., 1999; Walsh & Beatty, 2007)   |

Table 3 - Variables and its measures

\* Items were dropped due to scale purification.

#### 4.4. Common method bias

*Common Method Bias* was analyzed through the application of an exploratory factorial analysis (Podsakoff & Organ, 1986). Exploratory Factor Analysis is one of the most recommended investigation techniques to test common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The results of the performed exploratory factorial analysis do not indicate the presence of a unique factor that explains the majority of the results' variance. The analysis resulted in 12 factors with *Eigenvalues* above 1, with the first factor explaining around 20% of the variance – Table 3. These data allow us to conclude that the data do not have *common method bias*.

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1         | 8,962               | 19,916        | 19,916       | 8,962                               | 19,916        | 19,916       | 5,453                             | 12,119        | 12,119       |
| 2         | 4,102               | 9,116         | 29,032       | 4,102                               | 9,116         | 29,032       | 2,887                             | 6,417         | 18,535       |
| 3         | 2,495               | 5,543         | 34,576       | 2,495                               | 5,543         | 34,576       | 2,536                             | 5,636         | 24,172       |
| 4         | 2,174               | 4,831         | 39,406       | 2,174                               | 4,831         | 39,406       | 2,403                             | 5,341         | 29,512       |
| 5         | 2,040               | 4,533         | 43,939       | 2,040                               | 4,533         | 43,939       | 2,394                             | 5,321         | 34,833       |
| 6         | 1,693               | 3,763         | 47,702       | 1,693                               | 3,763         | 47,702       | 2,340                             | 5,201         | 40,034       |
| 7         | 1,428               | 3,173         | 50,875       | 1,428                               | 3,173         | 50,875       | 2,084                             | 4,632         | 44,666       |
| 8         | 1,305               | 2,901         | 53,776       | 1,305                               | 2,901         | 53,776       | 1,935                             | 4,300         | 48,966       |
| 9         | 1,156               | 2,569         | 56,345       | 1,156                               | 2,569         | 56,345       | 1,861                             | 4,135         | 53,100       |
| 10        | 1,124               | 2,498         | 58,843       | 1,124                               | 2,498         | 58,843       | 1,797                             | 3,993         | 57,093       |
| 11        | 1,043               | 2,319         | 61,162       | 1,043                               | 2,319         | 61,162       | 1,622                             | 3,605         | 60,698       |
| 12        | 1,029               | 2,287         | 63,449       | 1,029                               | 2,287         | 63,449       | 1,238                             | 2,750         | 63,449       |
| 13        | ,982                | 2,183         | 65,632       |                                     |               |              |                                   |               |              |
| 14        | ,963                | 2,140         | 67,772       |                                     |               |              |                                   |               |              |
| 15        | ,924                | 2,054         | 69,826       |                                     |               |              |                                   |               |              |
| 16        | ,890                | 1,977         | 71,803       |                                     |               |              |                                   |               |              |
| 17        | ,791                | 1,757         | 73,561       |                                     |               |              |                                   |               |              |
| 18        | ,752                | 1,671         | 75,231       |                                     |               |              |                                   |               |              |
| 19        | ,733                | 1,630         | 76,861       |                                     |               |              |                                   |               |              |
| 20        | ,701                | 1,558         | 78,419       |                                     |               |              |                                   |               |              |
| 21        | ,642                | 1,427         | 79,846       |                                     |               |              |                                   |               |              |
| 22        | ,613                | 1,363         | 81,209       |                                     |               |              |                                   |               |              |
| 23        | ,601                | 1,337         | 82,546       |                                     |               |              |                                   |               |              |
| 24        | ,564                | 1,254         | 83,799       |                                     |               |              |                                   |               |              |

|    |      |       |         |  |  |  |  |  |
|----|------|-------|---------|--|--|--|--|--|
| 25 | ,550 | 1,222 | 85,021  |  |  |  |  |  |
| 26 | ,505 | 1,122 | 86,143  |  |  |  |  |  |
| 27 | ,491 | 1,091 | 87,234  |  |  |  |  |  |
| 28 | ,484 | 1,076 | 88,310  |  |  |  |  |  |
| 29 | ,447 | ,993  | 89,303  |  |  |  |  |  |
| 30 | ,434 | ,965  | 90,268  |  |  |  |  |  |
| 31 | ,429 | ,954  | 91,221  |  |  |  |  |  |
| 32 | ,410 | ,911  | 92,132  |  |  |  |  |  |
| 33 | ,388 | ,862  | 92,994  |  |  |  |  |  |
| 34 | ,351 | ,779  | 93,774  |  |  |  |  |  |
| 35 | ,345 | ,766  | 94,540  |  |  |  |  |  |
| 36 | ,335 | ,744  | 95,284  |  |  |  |  |  |
| 37 | ,322 | ,715  | 95,999  |  |  |  |  |  |
| 38 | ,290 | ,644  | 96,643  |  |  |  |  |  |
| 39 | ,268 | ,596  | 97,239  |  |  |  |  |  |
| 40 | ,254 | ,564  | 97,803  |  |  |  |  |  |
| 41 | ,228 | ,507  | 98,310  |  |  |  |  |  |
| 42 | ,217 | ,482  | 98,792  |  |  |  |  |  |
| 43 | ,204 | ,453  | 99,245  |  |  |  |  |  |
| 44 | ,185 | ,411  | 99,656  |  |  |  |  |  |
| 45 | ,155 | ,344  | 100,000 |  |  |  |  |  |

Extraction Method: Principal Component Analysis.

**Table 4 - Common Method Bias**

#### 4.5. *Non-response Bias*

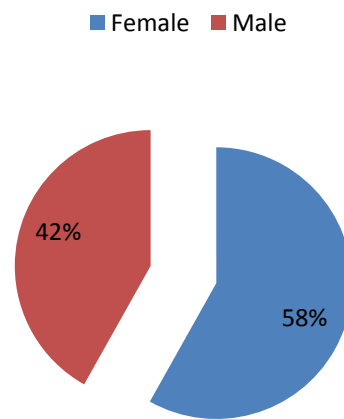
To test for non-response bias, early and late respondents (defined as the first 75% and last 25% to return questionnaires, respectively) were compared on all key constructs measures of the theoretical model. No significant differences between early and late respondents were found (Armstrong & Overton, 1977).

#### 4.6. *Sample profile*

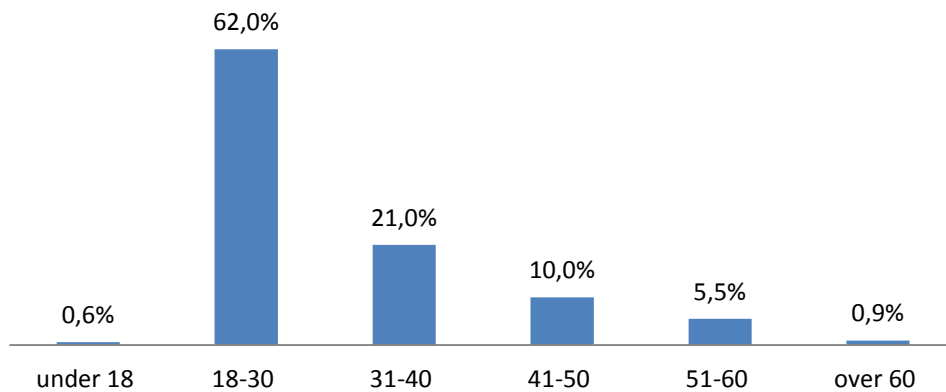
We observe that 58% of our respondents are female and 42% are male, demonstrating a relative balance between genders (Graph 5). The majority of the respondents is concentrated in 18 -30 age groups (about 62%), being the age group 31-40 the second most represented (Graph 6). 73% of our sample possesses a higher education level and only one of the respondents possesses basic education (Graph 7). Regarding average monthly income we observe that most of the respondents have a monthly income between 500€ and

1000€ per month (36,2%), being immediately followed by the group that earns less than 500€ per month (35,3%) (Graph 8).

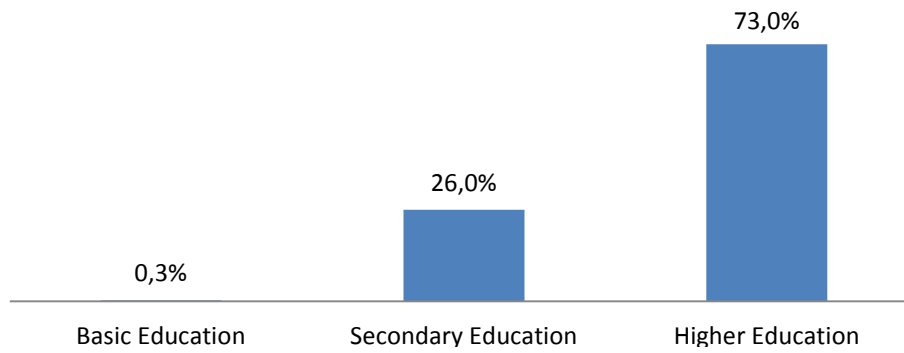
We also verify that on the top of the most referred global brands are Coca-Cola, Nestlé, Zara, McDonald's and Samsung (Table 4). However, there is a great variety of global brands mentioned by respondents.



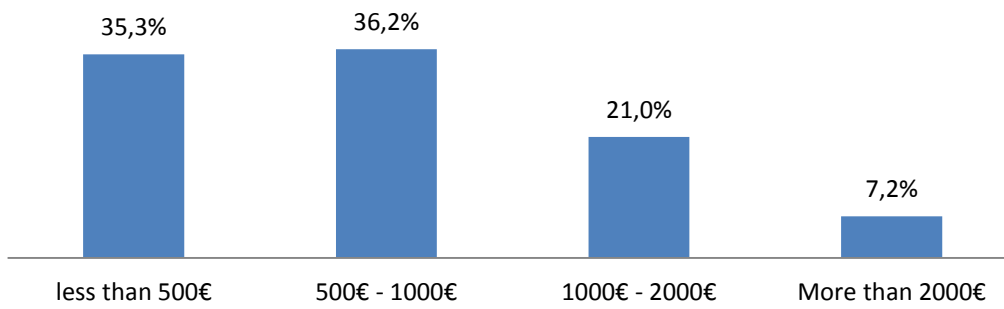
**Graph 5 - Sample Profile by Gender**



**Graph 6 - Sample Profile by Age**



**Graph 7 - Sample Profile by Level of Education**



**Graph 8 - Sample Profile by Average Monthly Income**

| Most Referred Brands | No. of times |
|----------------------|--------------|
| Coca-Cola            | 47           |
| Nestlé               | 32           |
| Zara                 | 16           |
| McDonald's           | 15           |
| Samsung              | 15           |
| Nike                 | 13           |
| Google               | 10           |
| Apple                | 10           |
| Microsoft            | 6            |
| Asus                 | 6            |
| H&M                  | 5            |
| Toyota               | 5            |

**Table 5 - The Most Referred Global Brands by respondents**

## 5. Data Analysis

### 5.1. Descriptive Analysis

To understand the content of each construct and its items we performed a descriptive analysis of the measurements. For each variable we indicate its mean and standard deviation. We also verify the internal consistency of the variables, based on the correlation between the different items to measure the same construct. To measure variables' internal consistency we use Cronbach's Alpha.

As we can observe in Table 6, most of the variables have Cronbach's Alpha's values over 0.7, indicating that the internal consistency is acceptable (Churchill, 1979). However, investigators also suggest that values superior to 0.6 are also acceptable and demonstrate variable consistency (Hair, Black, Babin, Anderson, & Tatham, 2009; Malhotra, Birks, & Wills, 2012). Hence, the results show that the measurements used are valid, since they are all over 0.6: Social Responsible Purchase Intention  $\alpha = 0.620$ ; Brand Loyalty  $\alpha = 0.735$ ; C-C Identification  $\alpha = 0.769$ ; CSR Associations  $\alpha = 0.8996$ ; CA Associations  $\alpha = 0.735$ .

| Construct                             | Items  | Mean   | Standard Deviation |
|---------------------------------------|--|--------|--------------------|
| Social Responsible Purchase Intention | a. I would pay more to buy products from a socially responsible company.   | 3,0552 | 1,09857            |
|                                       | b. I consider the ethical reputation of businesses when I shop.  | 3,4738 | 0,96554            |
|                                       | c. *I avoid buying product from companies that have engaged in immoral actions.  | 4,0378 | 0,84431            |
|                                       | d. I would pay more to buy the products of a company that shows caring for the well-being of our society.                        | 3,3314 | 1,02195            |
|                                       | e. * If the price and quality of two products are the same, I would buy from the firm that has a socially responsible reputation | 3,8983 | 0,95288            |
|                                       | <b>Cronbach's Alpha</b>  |        | 0,620              |
| Brand Loyalty                         | a. I am a loyal customer of this company.  | 3,6395 | 0,91521            |
|                                       | b. I have developed a good relationship with this company.   | 3,9419 | 0,67188            |
|                                       | c. I intend to remain a customer of this company.  | 4,1076 | 0,59888            |
|                                       | <b>Cronbach's Alpha</b>  |        | 0,7612             |
| Consumer-Company Identification       | a. I like what this brand stands for.  | 3,7529 | 0,70813            |
|                                       | b. *This Brand has an attractive identity.   | 4,1831 | 0,59508            |
|                                       | c. I recognize myself in this brand.   | 3,6831 | 0,80896            |
|                                       | d. My sense of who I am matches my sense of this brand.  | 3,3256 | 0,87986            |
|                                       | <b>Cronbach's Alpha</b>  |        | 0,7725             |
| CSR Associations                      | <b>The company...</b>  |        |                    |
|                                       | a. is concerned about protecting natural environment   | 3,5145 | 0,80799            |
|                                       | b. *directs part of its budget to donations and social works favouring the disadvantaged.  | 3,186  | 0,87414            |
|                                       | c. supports the development of the society financing social and/or cultural activities.  | 3,6163 | 0,82127            |
|                                       | d. is concerned to improve general well-being of the society   | 3,9186 | 0,79672            |
|                                       | e. *Seems to make an effort to create new jobs.  | 3,7849 | 0,79003            |
|                                       | f. Would reduce its profits to ensure a clean environment.   | 3,5407 | 0,78512            |
|                                       | g. Seems to be environmentally responsible.  | 3,3169 | 0,84423            |
|                                       | h. Looks like a good company to work for.  | 3,4215 | 0,85011            |
|                                       | i. Seems to treat its people well.   | 3,5087 | 0,81526            |
| <b>Cronbach's Alpha</b>               |  | 0,9094 |                    |
| Corporate Ability Associations        | <b>The company...</b>  |        |                    |
|                                       | a. Offers high quality products and services.  | 4,1308 | 0,74645            |
|                                       | b. Is a strong, reliable company.  | 4,2587 | 0,63424            |
|                                       | c. Develops innovative services.   | 3,9128 | 0,82488            |
| <b>Cronbach's Alpha</b>               |  | 0,8573 |                    |

**Table 6** - Descriptive Statistic Analysis of the Constructs

\* Items were dropped due to scale purification.

## 5.2. Validity and Reliability of the Measures and Structural Evaluation

The statistical analysis of this study was performed with structural equations modelling (SEM) through Partial Least Squares (PLS) software, by SmartPLS 2.0 M3. This option was selected due to its diverse benefits, such as: PLS allows us to develop complex Path Models with no estimation prejudices and it makes possible to identify relations between variables through several items (latent variables). Therefore, to evaluate the obtained PLS model, we follow the procedures suggested by Hulland (1999). To start the study it was evaluated the reliability and validity of the model and, afterwards, the structural model (Fig. 5).

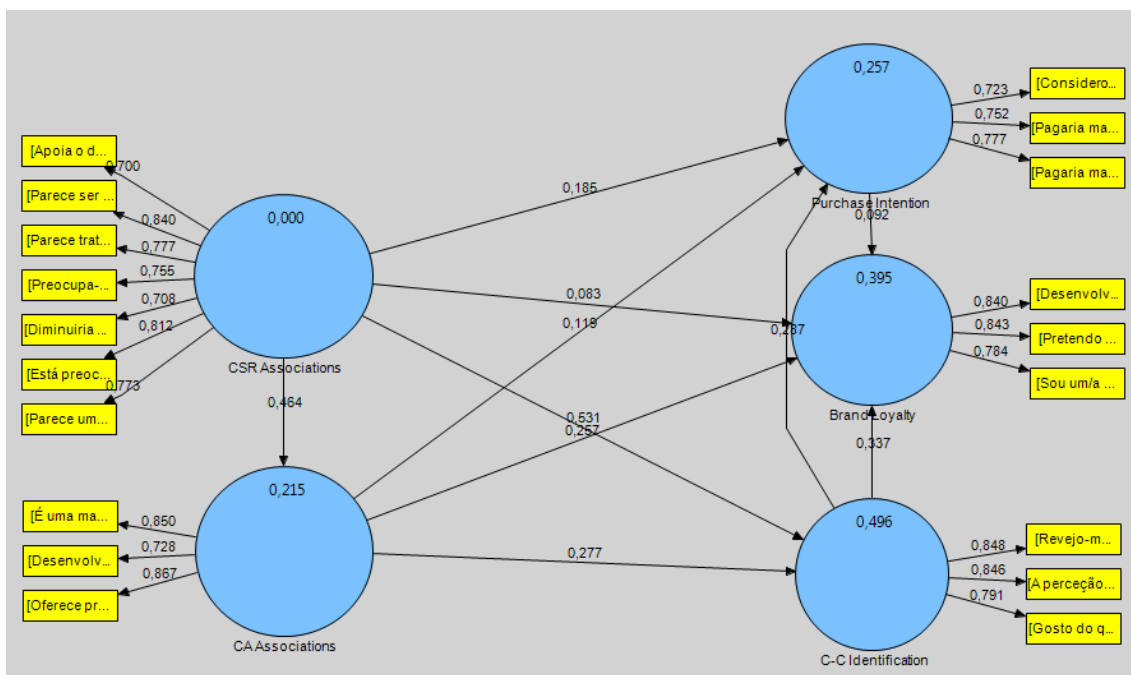


Figure 5 - Reliability and Validity of the Model

### 5.2.1. Reliability of the Items

To start the analysis of the adequacy of the model it was performed an individual evaluation of the items. This is made through the observation of simple correlations between the measurements and its constructs (latent variables).

Investigators accept items with loadings equal or superior to 0.7 (Bagozzi & Yi, 1988), which indicate that exists more variance shared between the construct and its measurements than the error variance. All the items indicated in Table 5 have loadings

that exceed the limit of 0.7, which indicates that they are reliable (Barclay, Higgins, & Thompson, 1995).

| Construct                             | Items   | Factor Loading | Cronbach Alpha | Composite Reliability | AVE    | R <sup>2</sup> |
|---------------------------------------|---|----------------|----------------|-----------------------|--------|----------------|
| Social Responsible Purchase Intention | a. I would pay more to buy products from a socially responsible company.                                  | 0.749          | 0.6201         | 0.7951                | 0.5636 | 0.2490         |
|                                       | b. I consider the ethical reputation of businesses when I shop.   | 0.777          |                |                       |        |                |
|                                       | c. I would pay more to buy the products of a company that shows caring for the well-being of our society. | 0.752          |                |                       |        |                |
| Brand Loyalty                         | a. I am a loyal customer of this company.   | 0.784          | 0.7612         | 0.8628                | 0.6773 | 0.3953         |
|                                       | b. I have developed a good relationship with this company.  | 0.840          |                |                       |        |                |
|                                       | c. I intend to remain a customer of this company.   | 0.843          |                |                       |        |                |
| Consumer-Company Identification       | a. I like what this brand stands for.   | 0.791          | 0.7725         | 0.8681                | 0.6870 | 0.4659         |
|                                       | b. I recognize myself in this brand.  | 0.848          |                |                       |        |                |
|                                       | c. My sense of who I am matches my sense of this brand.   | 0.846          |                |                       |        |                |
| CSR Associations                      | <i>The company...</i>   |                |                |                       |        |                |
|                                       | a. Is concerned about protecting natural environment  | 0.812          | 0.8836         | 0.9093                | 0.5901 | -              |
|                                       | b. Supports the development of the society financing social and/or cultural activities.                   | 0.700          |                |                       |        |                |
|                                       | c. Is concerned to improve general well-being of the society  | 0.812          |                |                       |        |                |
|                                       | d. Would reduce its profits to ensure a clean environment.  | 0.708          |                |                       |        |                |
|                                       | e. Seems to be environmentally responsible.   | 0.840          |                |                       |        |                |
|                                       | f. Looks like a good company to work for.   | 0.773          |                |                       |        |                |
| g. Seems to treat its people well.    | 0.777   |                |                |                       |        |                |
| Corporate Ability Associations        | <i>The company...</i>   |                |                |                       |        |                |
|                                       | a. Offers high quality products and services.   | 0.867          | 0.7485         | 0.8573                | 0.6684 | 0.2152         |
|                                       | b. Is a strong, reliable company.   | 0.850          |                |                       |        |                |
| c. Develops innovative services.      | 0.728   |                |                |                       |        |                |

### 5.2.2. Convergent Validity

The values in Table 5 show that all Alpha Cronbach values are above the desirable values: 0.60/0.70, demonstrating that the scales are reliable and the used measures have content validity (Churchill, 1979; Hair et al., 2009; Malhotra et al., 2012).

The reliability of the constructs may be tested using Cronbach Alpha, which evaluates the feasibility through the consistency of each construct (Cronbach, 1951); the composite reliability, which evaluates the internal consistency of all indicators of the latent variables (DA Aaker & Bagozzi, 1980); and, at last, the average variance extracted (AVE) which represents the extent to which the group of the items variances is explained by the latent variable (Fornell & Larcker, 1981).

The composite reliability for each constructs is superior to the recommended value (0.70) (Aaker & Bagozzi, 1980; Bagozzi & Yi, 1988). Also, the AVE in each construct is superior to the reference value of 0.5, which means that at least 50% of the variance is explained by the latent variable (Fornell & Larcker, 1981). Table 5 shows that the AVE value of each construct is above the minimum limit of 0.5, being the lowest value of 0.5636, which indicates convergent validity in the constructs (Chin, 1998).

### 5.2.3. Discriminant Validity

|  | <b>Brand Loyalty</b> | <b>C-C Identification</b> | <b>CA Associations</b> | <b>CSR Associations</b> | <b>Social Responsible Purchase Intention</b> |
|--|----------------------|---------------------------|------------------------|-------------------------|--|
| <b>Brand Loyalty</b>                         | <b>0.8229</b>        |                           |                        |                         |  |
| <b>C-C identification</b>                    | 0.5699               | <b>0.8289</b>             |                        |                         |  |
| <b>CA Associations</b>                       | 0.5048               | 0.5237                    | <b>0.8176</b>          |                         |  |
| <b>CSR Associations</b>                      | 0.4642               | 0.6601                    | 0.4639                 | <b>0.7682</b>           |  |
| <b>Social Responsible Purchase Intention</b> | 0.3781               | 0.4717                    | 0.3556                 | 0.4296                  | <b>0.7507</b>                                |

Note: The boldface scores on the diagonal are the square root of AVE.

**Table 8** - Discriminant Validity

Discriminant validity is performed to complement the convergent validity. The discriminant validity compares in which way the items used to measure a construct differ from the items used to measure the other constructs within the same model. To evaluate discriminant validity was implemented a procedure used by Fornell and Larcker (1981). The matrix of correlation shows the correlations between the different constructs and it includes in the main diagonal, the AVE values' square roots, which should be higher than the elements outside the diagonal in the correspondent lines and columns (Fornell & Larcker, 1981; Shook, Ketchen Jr, Hult, & Kacmar, 2004).

#### *5.2.4. Evaluation of the Structural Model*

Since in PLS there isn't a measure that summarizes the quality of the adjustment of the models, it is recommended an evaluation of the structural model through the use of  $R^2$ , the level of explained variance of each endogenous variable, that should be superior to 10% (Falk & Miller, 1992). As we may observe in Table 7, this condition is verified for each endogenous variable.

### 5.3. Results Evaluation

| Hypotheses  | T-Value   | Path Coefficient ( $\beta$ ) | Result               |
|---|-----------|------------------------------|----------------------|
| H1. Positive CSR associations contribute to consumers' higher levels of Brand Loyalty.                      | 0.994     | 0.082                        | <b>Not Supported</b> |
| H2. Positive CRS associations build stronger Consumer-Company Identification.                               | 12.212*** | 0.531                        | <b>Supported</b>     |
| H3. Positive CSR associations are positively related to consumers' Social Responsible Purchase Intention.   | 2.215*    | 0.185                        | <b>Supported</b>     |
| H4. Consumers' Social Responsible Purchase intention is positively related to Brand Loyalty                 | 1.700*    | 0.092                        | <b>Supported</b>     |
| H5. Consumer-Company Identification is positively related to Brand Loyalty.                                 | 5.337***  | 0.337                        | <b>Supported</b>     |
| H6. Consumer-Company Identification is positively related to Social Responsible Purchase Intention.         | 3.668***  | 0.286                        | <b>Supported</b>     |
| H7. Positive CA associations are positively related to consumers' higher levels of Brand Loyalty.           | 4.899***  | 0.259                        | <b>Supported</b>     |
| H8. Positive CA associations contribute to higher levels of C-C identification.                             | 6.041***  | 0.278                        | <b>Supported</b>     |
| H9. Positive CA associations contribute to higher levels of Social Responsible Purchase Intention behavior. | 1.950*    | 0.121                        | <b>Supported</b>     |
| H10. Positive CSR Associations are related to positive CA associations.                                     | 10.725*** | 0.464                        | <b>Supported</b>     |

Table 9 - Hypotheses Verification

\*  $p < .05$ ; \*\*  $p < .01$ , \*\*\*  $p < .001$ ; We used a one-tailed test for all hypotheses.

As shown on Table 9, Hypothesis 1 is not supported by the results as shown by the following values:  $(\beta) = 0.082$ ;  $p < 0.01$ ,  $t\text{-value} = 0.994$ . Therefore, the results do not demonstrate evidence that **Positive CSR Associations** are positively related to higher levels of **Brand Loyalty** of consumers toward global brands.

Hypothesis 2 is supported by the results as shown by the following values:  $(\beta) = 0.531$ ;  $p > 0.001$ ,  $t\text{-value} = 12.212$ . Therefore, the results demonstrate evidence that **Positive CSR Associations** build stronger **Consumer-Company Identification** phenomena.

The results demonstrate that **Positive CSR Associations** positively influence the consumers' **Social Responsible Purchase Intention**, supporting Hypothesis 3 with the following values:  $(\beta) = 0.185$ ;  $p < 0.05$ ,  $t\text{-value} = 2.215$ .

The study also demonstrates that **Social Responsible Purchase Intention** positively influences the development of **Brand Loyalty** towards global brands, supporting Hypothesis 4 with the following values:  $(\beta) = 0.092$ ;  $p < 0.05$ ,  $t\text{-value} = 1.700$ .

**Consumer-Company Identification** is positively related to consumers' **Brand Loyalty**, as shown with the following values:  $(\beta) = 0.337$ ;  $p < 0.001$ ,  $t\text{-value} = 5.337$ . Therefore, Hypothesis 5 is also supported by the results.

The results also show that **Consumer-Company Identification** is positively related to **Social Responsible Purchase Intention**, supporting Hypothesis 6 with the following values:  $(\beta) = 0.286$ ;  $p < 0.001$ ,  $t\text{-value} = 3.668$ .

Moreover, positive **CA Associations** are positively related to consumers' higher levels of **Brand Loyalty**, supporting Hypothesis 7, with the following values:  $(\beta) = 0.259$ ;  $p < 0.001$ ,  $t\text{-value} = 4.899$ .

Hypothesis 8 is also supported by the results, demonstrating a positive link between **CA Associations and C—C Identification**, as shown by the following values:  $(\beta) = 0.278$ ;  $p < 0.001$ ,  $t\text{-value} = 6.041$ .

The results support Hypothesis 9, demonstrating a positive relation between **CA Associations** and **Social Responsible Purchase Intention** behavior from consumers' toward Global Brands, as shown by the following values:  $(\beta) = 0.121$ ;  $p < 0.05$ , t-value =1.950.

Finally, Positive **CSR Associations** are positively related to positive **CA Associations**, supporting Hypothesis 10, with the following values:  $(\beta) = 0.464$ ;  $p < 0.001$ , t-value =10.725.

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## 6. Discussion and Conclusions

*“Isn’t philanthropy, it’s business. For us, social responsibility is about creating social benefits through our brands and through our interactions as a business with society. It’s the business of doing business responsibly.”*

*Patrick Cescau, former CEO of Unilever*

### 6.1. Main Findings

The investigation aimed to analyze how corporate social responsibility actions overtaken by global brands may influence consumers’ relationships with the brand, focused on Portuguese consumers. Therefore, this work intends to contribute to the academic and managerial fields. It was developed a conceptual model based on scientific articles selected within the considered investigation area, to ensure credibility and statistic validity in the used scales. Both structural evaluations of the model and validity and reliability analysis have shown good quality of the measurements.

Findings show that positive CSR associations in consumers’ minds aren’t related to the creation of Brand Loyalty among them. These findings are contrary to the results found in other studies, which have shown that if a brand connects with its customers through an emotional link created by CSR actions – humanizing the brand – then this will create brand loyalty (Bhattacharya & Sen, 2004; Du et al., 2007). On the other hand, results have shown that positive CSR associations are positively related with the development of C-C identification phenomena among the Portuguese consumers. These results demonstrate that despite consumers recognize themselves in brands oriented to CSR actions, they may not necessarily be loyal to them. This fact might be related to several facts, such as: economic level of the consumers, since usually CSR brands are more expensive; with the fact that despite being identified with the brand, they don’t have access to sufficient information about their CSR actions to create a loyal link with it; and still, they may find other characteristics of the brand they choose to buy, that weight more in the formation of loyalty than CSR associations.

Alternatively, results have demonstrated that positive CSR associations positively influence consumers' Social Responsible Purchase Intention behavior. These findings are very important since they prove that CSR actions are able to induce "material" benefits for global brands, such as Purchase Intention, which might be translated into future profits. CSR actions, by generating CSR associations, may act like a competitive advantage that will be essential at the moment to decide between a product/service with a brand and the other. These findings are in conformity with previous studies.

Agreeing to the literature, we also found that C-C identification phenomenon positively influences Social Responsible Purchase Intention behavior. By being identified with the brand, consumers will desire to own its products or services as a way of self-definition or self-identification. Therefore, if brands work on their CSR performances, communicating them and carefully analyze if there's a target market for it, they might collect significant advantages.

CA associations also contribute for Brand Loyalty according to the results, which confirms the results obtained in previous studies (Brown & Dacin, 1997; Schultz & Block, 2013). Since we found that C-C identification has a positive influence on consumers' Brand Loyalty, and CA associations generate C-C identification phenomena, we find these results quite logic, allowing us to conclude that the respondents are easily identified with a brand that demonstrates great CA performance regarding innovation, technology, industry leadership and so on. In addition, the results also showed that positive CA associations influence positively Social Responsible Purchase Intention, which also agrees with results found in previous studies (e.g. Bhattacharya and Sen (2004)) and complements our results about the positive influences among those variables.

If there's a positive link between C-C identification and Brand Loyalty, and if results show that CSR associations generate C-C phenomena, we may question why CSR associations didn't go positive for Brand Loyalty creation. CSR associations evidence to exert an indirect effect on Brand Loyalty through the mediator variable C-C identification. A possible explanation can be because Portuguese consumers aren't still aware of CSR actions overtaken by global brands, which demonstrates a need to invest more in communication strategies that inform consumers of those actions. On the other hand, another possible explanation might be that global brands need to adapt their CSR strategy

to the specific needs or expectations of Portuguese consumers. This is a question that may be answered on further investigation, with great importance in both academic and managerial worlds – if there are still few studies regarding Portuguese consumers' perceptions in CSR actions performed by brands, it can be also an excellent way to find out how global brands need to adapt their CSR strategies according to different markets.

Our investigation confirmed the existence of a positive relation between CSR associations and CA associations. We highlight that Brown and Dacin (1997) found CSR having no direct influence on products evaluations. However the authors found that the existence of CSR may indirectly have a positive influence on product evaluations, enhancing CA associations. Therefore, these findings agree with the literature and are exemplar of the advantages that CSR initiatives may bring to global brands. By enhancing consumers associations about the brand's expertise, innovation, quality of products/services, CSR takes an important part as a complementary strategy, helping brands to communicate a sustainable strategy to their customers. Moreover, CSR actions may be seen by consumers has an innovation itself, since it attracts better employees and better conditions that help to improve the company's functioning.

Our study has confirmed that CSR has benefits for Global Brands, increasing C-C identification, Social Responsible Purchase Intention Behavior and also enhancing CA associations. We also conclude that Portuguese consumers are more likely to develop loyalty regarding brands with positive CA associations rather than brands with positive CSR associations.

Regarding the brands chosen by the respondents, we can observe that in the top 12, nine are in top 101 Global CSR Companies ranking published by the Reputation Institute (Reputation Institute, 2014), with the following positions:

|    | Most Referred Brands | CSR Score | Position in the Ranking |
|----|----------------------|-----------|-------------------------|
| 1  | Coca-Cola            | 67.3      | 28                      |
| 2  | Nestlé               | 68.0      | 21                      |
| 3  | Zara                 | 61.8      | 101                     |
| 4  | McDonald's           |           |                         |
| 5  | Samsung              | 68.3      | 16                      |
| 6  | Nike                 | 65.2      | 61                      |
| 7  | Google               | 72.7      | 1                       |
| 8  | Apple                | 70.5      | 5                       |
| 9  | Microsoft            | 72.1      | 2                       |
| 10 | Asus                 |           |                         |
| 11 | H&M                  |           |                         |
| 12 | Toyota               | 68.3      | 16                      |

**Table 10** - Comparison between Most Referred Brands and CSR Ranking

In the survey, it was also evaluated in which extent respondents considered the different dimensions of corporate responsibility more or less important – economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility. These variables were evaluated aiming a cultural comparison. However, due to the difficulties we had in reaching consumers of another culture, unfortunately, that option was no longer available for this study. Nevertheless, since we got the answers for Portuguese culture, we show on Table 11 the means of response for each dimension:

| Dimension               | Average Response |
|-------------------------|------------------|
| Economic Dimension      | 4.37             |
| Legal Dimension         | 4.24             |
| Ethical Dimension       | 4.24             |
| Philanthropic Dimension | 4.34             |

**Table 11** - Importance given to economic, legal, philanthropic and ethical dimensions

As we can observe on Table 11, there is little discrepancy among the dimensions. Therefore, since the average response obtained was 4 (which stands for Agree), we can suppose that Portuguese consumers considered that all four dimensions should be

integrated into a brand strategy. However, the Economic Dimensions has a higher value than the others, followed by the Philanthropic Dimension.

In the brief cultural analysis, we've done in the Literature Review Chapter, we realized that according to Hofstede's cultural dimensions, the Portuguese culture is essentially collectivist, feminine and has higher levels of uncertainty avoidance. These data allow us to suppose that Portuguese consumers will be more willing to create positive associations regarding brands who demonstrate concern with society's well-being, with a more "humane" face. However, as being uncertainty avoidant, Portuguese people believe in defined codes and behaviors, basically there is an emotional need for rules, and they tend to believe time is money and in being hard-working. This explains the importance given to the legal and economic responsibilities.

Having these results into account, we believe that cultural implications of each country should continue to be studied in future investigation concerning CSR strategies overtaken by global brands.

## *6.2. Theoretical and managerial implications*

CSR has been increasingly one major topic of discussion among academics, but has also been in the spotlight regarding global brand strategies. However, the lack of studies about the true benefits deriving from CSR actions performed by the companies is a fact. Moreover, in Portugal, CSR isn't yet a much discussed topic and the results of this study may open some doors to start studying Portuguese consumers' perceptions regarding these initiatives. The current study intends to contribute to the literature in the field by highlighting the main consequences of CSR and CA associations on consumers' perceptions and behaviors.

Our findings confirm that CSR may bring benefits for global brands, by promoting brand loyalty in consumers and social responsible purchase intention. The managerial implications of this study are on the following topics:

1. Our findings confirm that CSR actions create positive associations in consumers' causing C-C Identification, Social Responsible Purchase intention and enhance CA associations, demonstrating how CSR may act as a competitive advantage that

allows to distinguish a brand from the competition. Therefore, managers in global brands should take into account CSR as a necessary part of its investment, not only for the good of society, but also to harvest benefits of the brand;

2. However, we also found Brand Loyalty not having a significant link with CSR associations, which might be related to the fact that CSR actions included on Global Brands are not consistent and well communicated. Therefore, global brand managers should carefully choose their CSR strategies and the ways of promoting it;
3. Brands need to include in their communication strategy the CSR initiatives in which they are engaged so that consumers' will be informed about them and about their benefits. This way brands may contribute to the general welfare and, at the same time, harvesting benefits for themselves.
4. Corporate Ability Associations seem to have a greater positive influence on Portuguese consumers. These findings also confirm results from previous studies, demonstrating that CSR efforts cannot act alone to build a brand image. However, our results also confirm that CSR may act as a complementary strategy enhancing CA associations. Therefore, by demonstrating commitment to social and environmental causes, global brands are getting to consumers also through CA associations.

### *6.3. Main limitations and suggestions for further research*

Our conceptual model was statistically validated and it provided evidence that CSR exerts positive influences in brand associations. However, we detect several limitations that could improve this study. Our sample wasn't representative of Portuguese consumers, so a sample with more respondents will provide more accurate results. Also, many variables used to measure brand equity dimensions, such as brand loyalty and Consumer-Company Identification are not easy to measure. Many other variables might have been used. However, due to the difficulty of getting scientific validated measures we weren't able to use them. Hence, there are many other dimensions of brand equity that need to be studied in future investigations.

Currently, the influence of CSR on brand associations isn't a frequently studied topic. Therefore, there is still a lot of investigation to do regarding this theme. Consequently there is the need of more accurate scales to measure how consumers perceive CSR initiatives. Cross-cultural studies are also a path of investigation that should be followed up to determine in which extent Global brands need to adapt their CSR strategies according to the markets where they operate.

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## 7. Appendices

### 7.1. Survey



## Questionário sobre Responsabilidade Social nas Marcas Globais

Este questionário tem como objetivo recolher dados sobre a forma como os consumidores percebem as ações de responsabilidade social das marcas globais e como essas percepções são influenciadas pela cultura de origem dos consumidores. O presente estudo está a ser desenvolvido no âmbito da tese de Mestrado em Negócios Internacionais, no Instituto Politécnico de Leiria, com o título "De que forma a Responsabilidade Social Corporativa influencia o Valor das Marcas Globais – uma comparação multicultural".

Todos os dados recolhidos são confidenciais e anónimos, usados unicamente para fins académicos. O questionário tem uma duração média de 7 minutos. Por favor, responda de forma ponderada e honesta.

Agradeço o seu tempo e contribuição.

\*Obrigatório

### 1. Considero que as empresas devem... \*

|  | Discordo Totalmente   | Discordo              | Indiferente           | Concordo              | Concordo Totalmente   |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Maximizar lucros                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Controlar de forma rígida os seus custos de produção | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Planear o seu sucesso a longo-prazo                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Melhorar sempre o seu desempenho económico           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assegurar que os seus                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

|   |                       |                       |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Assegurar que os seus empregados/as agem de acordo com os padrões definidos pela Lei    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Evitar o não cumprimento das obrigações contratuais                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Abster-se de contornar a lei, mesmo que isso ajude a melhorar o seu desempenho.         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Obedecer sempre aos princípios definidos pelo sistema regulador.                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Permitir que preocupações de natureza ética afetem o desempenho económico.              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assegurar que o respeito pelos princípios éticos é prioritário ao desempenho económico. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Comprometer-se com princípios éticos bem definidos.                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Evitar desobedecer a princípios éticos de forma a atingir objetivos corporativos.       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ajudar a resolver problemas sociais.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participar na resolução de assuntos públicos.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Investir alguns dos seus recursos em atividades filantrópicas                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ter um papel na sociedade que vai para além da geração de lucros                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

2. Indique uma marca internacional de que goste e da qual é um consumidor frequente. \*

3. Considera que a marca que escolheu é socialmente responsável? \*

1 2 3 4 5

Discordo Totalmente      Concordo Totalmente

4. Tendo em consideração a marca que escolheu, classifique cada afirmação de acordo com a escala de concordância. \*

|   | Discordo Totalmente   | Discordo              | Indiferente           | Concordo              | Concordo Totalmente   |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Pagaria mais para comprar produtos desta marca.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Considero a reputação ética desta marca quando faço compras.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Evitaria comprar produtos desta marca se soubesse que a empresa estivesse envolvida em ações imorais.                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pagaria mais para comprar produtos desta marca uma vez que demonstra preocupação pelo bem-estar da sociedade.               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Se o preço e a qualidade dos dois produtos forem os mesmos, compro o produto desta marca devido à sua boa reputação social. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**5. Tendo em consideração a marca que escolheu, classifique cada afirmação de acordo com a escala de concordância. \***

|   | Discordo Totalmente   | Discordo              | Indiferente           | Concordo              | Concordo Totalmente   |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Sou um/a cliente leal a esta marca.           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Desenvolvi uma boa relação com esta marca.    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pretendo continuar a ser cliente desta marca. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**6. Esta marca... \***

|  | Discordo Totalmente   | Discordo              | Indiferente           | Concordo              | Concordo Totalmente   |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Oferece produtos e serviços de elevada qualidade.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| É uma marca forte e de confiança.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Desenvolve serviços inovadores.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Parece esforçar-se para criar emprego.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Diminuiria os seus lucros para assegurar um ambiente limpo.                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Parece ser ambientalmente responsável.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Parece uma boa marca para a qual trabalhar.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Parece tratar bem as pessoas.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Está preocupada em proteger o seu ambiente natural.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Direciona parte do seu orçamento para doações e obras sociais em favor dos desfavorecidos. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

|  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Apoia o desenvolvimento de uma sociedade, financiando atividades sociais e/ou culturais. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Preocupa-se em melhorar o bem-estar geral da sociedade.                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

7. Tendo em consideração a marca que escolheu, classifique cada afirmação de acordo com a escala de concordância. \*

|   | Discordo Totalmente   | Discordo              | Indiferente           | Concordo              | Concordo Totalmente   |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Gosto do que esta marca defende.                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Esta marca tem uma identidade atrativa.                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Revejo-me nesta marca.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A perceção de quem sou corresponde à minha perceção desta marca | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Género \***

- Feminino
- Masculino

**Idade \***

- inferior a 18 anos
- 18 - 30 anos
- 31- 40 anos
- 41 - 50 anos
- 51 - 60 anos
- superior a 60 anos

**Nacionalidade \***

### Habilitações Literárias \*

- Ensino Básico
- Ensino Secundário
- Ensino Superior

### Rendimento Médio Mensal \*


Valor em Euros

- inferior a 500€
- entre 500€ a 1000€
- entre 1000€ a 2000€
- superior a 2000€

Enviar

100%: terminou.

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Com tecnologia  


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