

The Public's' Perception of Corporate Social Responsibility (CSR) and Its Impact on Marketing Strategies

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Declaration

I, Claudia Frigerio, hereby declare that the Research Report submitted for the BCOM Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

Abstract

The utilisation of Corporate Social Responsibility (CSR) as a means of enhancing an organisation's brand image and reputation has seen an increase in popularity. Stakeholders often favour and possess a positive perception of organisations who incorporate CSR into their business practice. Generally, the public perceive CSR as a means for organisations to address the impact that they possess on the environment surrounding them. Thus, the proposed study developed out of a necessity to determine the public's overall perception of CSR and whether it has an impact on marketing strategies. It is assumed that, although there is public scepticism, the utilisation of CSR practices would generate a positive perception of an organisation and in turn, increased brand reputation. The research uses a qualitative approach and collects data through the use of in-depth semi-structured interviews with the general South African public. The results of the research provided insight into the public's subjective understanding of CSR and how the utilisation of CSR as a marketing strategy may be advanced. Overall, findings illustrated that the public does possess a positive perception of CSR and that CSR may in fact be utilised as a marketing tool.

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Introduction

This chapter sets the tone of the research study by introducing the topic and providing a background to the study. It discusses the purpose of the study, the objectives to be achieved, as well as, the research question.

1.1. Contextualisation

There are various opinions on Corporate Social Responsibility (CSR) and whether a business possesses a social responsibility. Milton Friedman (1970:12) stated that “the social responsibility of business is to increase its profits”. Friedman also stated that businesses cannot possess responsibilities, however, individuals acting within the business do possess responsibilities (Friedman, 1970). Currently, CSR still has varying definitions, however, the opinions of CSR and the businesses responsibilities have significantly shifted. CSR is deemed as a method, whereby organisations address their range of impact, these being, economic, legal, ethical and discretionary (Carroll, 1979).

McWilliams and Siegel (2001) state that there are two sources within business that require the utilisation of CSR: the consumers and other stakeholders. Thus, consumers form a significant component of the way an organisation utilises CSR initiatives. For CSR to be considered effective, consumers need to be completely aware of the CSR attributes (McWilliams & Siegel, 2001, Mohr, Webb & Harris, 2001). CSR attributes may be utilised by organisations to build and develop their brand reputation, thus generating a perception of an organisation being reliable and superior to that of other organisations (Gorski, Fuciu & Dumitrescu, 2016, McWilliams & Siegel, 2001).

In the current marketplace, where increased competition exists between organisations, there is a significant need for the implementation and representation of successful CSR initiatives. Organisations communicating their CSR initiatives, need to be aware of the way in which consumers will perceive and react to its CSR initiatives (Bhattacharya & Sen, 2004). A number of organisations position themselves along the CSR dimension, however, when organisations go beyond just associating themselves with social initiatives, they become known as a socially responsible organisation. Socially responsible organisations are often more positively perceived by consumers and other stakeholders (Du, Bhattacharya & Sen,

2007). Therefore, CSR practices are regularly utilised to encourage brand reputation and perception amongst stakeholders.

1.2. Rationale

CSR refers to organisations becoming involved in programmes or social actions that comply with the organisation and its practices, in order to encourage some form of “social good”. This “social good” goes beyond the direct interests of the organisation and its shareholders as well as the factors that are necessary by law (Javidan, Bullough & Dibble, 2016). Bhattacharya and Sen (2004) illustrate “social good” as a concept by which organisations are seen to be socially responsible. Consumers are more likely to interact and purchase from organisations seen to be responsible within CSR (Bhattacharya & Sen, 2004). When organisations become involved in CSR actions, they develop beneficial and positive stakeholder relationships, corporate image and improve stakeholder’s support behaviour (Du, Bhattacharya & Sen, 2010).

The concept of CSR is one that has become increasingly important and necessary to understand. I am interested in the impact and influence that its processes may have on marketing strategies.

CSR allows businesses to understand the impact that their products or business practices may have on society as a whole (Carroll & Shabana, 2010). Therefore, organisations should develop a conscious understanding of the impact that they cause and develop methods that allow them to manage and if necessary, combat these effects. This has resulted in some businesses utilising the CSR process as a way of encouraging market differentiation¹. This can be seen in brands such as, Toms and Patagonia. Both of these organisations operate within the apparel and accessories sector. Toms and Patagonia both incorporate CSR initiatives and practices into various components of their supply chain and have become recognised within the marketplace for their social consciousness. Toms focuses directly on

¹ Market differentiation occurs when an organisation’s offering is favoured over a competing organisation’s offerings. It refers to a market offering being unique and greatly valued and therefore, implies that demand for the offering will surpass supply. It is believed to increase desirability of a product and brand loyalty (Sharp & Dawes, 2001).

the environmental and social impacts that their products and operations cause. Most of their product offerings, such as, their shoes, bags and eyewear, are produced from recycled, sustainable and vegan materials (Toms, 2017). Toms conducts CSR initiatives that directly correlate with the products that they provide. An example of this may be seen through their “one for one” policy. This policy is focused on providing job opportunities for individuals in underdeveloped countries encouraging the locally produced products (Toms, 2017). These products (shoes and eyewear) are then incorporated into school programmes, which allows children the opportunity to have access to adequate shoes and eyewear (Toms, 2017). Patagonia focuses on providing products that are produced under safe, fair, legal and humane working conditions. Their CSR focus is on that of the individuals who are directly affected through their supply chain, these being their employees who manufacture their products. Their aim is to be a socially responsible company that confronts the impacts that they cause (Patagonia, 2017). Ultimately, these businesses gain a competitive advantage in the market because of their social responsibility and initiatives (Gorski et al, 2016).

Understanding CSR is beneficial to all organisations. It allows them to address the social impact that their organisation has on society. Therefore, determining whether CSR, as a concept, possesses a connection to marketing strategies or has an impact on them is useful. It allows researchers the ability to discover if CSR may be utilised as a marketing strategy and what impact CSR has on public perception and understanding of the brand.

CSR may improve relationships with a specific category of stakeholders, such as, the consumer. Consumers and their relationship to a business, that engages in social responsibility and initiatives, are seen to be more positive than with those businesses who do not adopt CSR practices (Mohr et al, 2001). Businesses that utilise and actively market their CSR practices are also seen to be more favourable and attractive by job applicants. Applicants are more attracted to these organisations due to the perceived image of the organisation. An example of this would be IBM. In the 1990s, IBM actively advertised their philanthropy and environmental programmes in order to recruit potential applicants, thus, utilising CSR as a recruitment strategy and marketing tool (Turban & Greening, 1996). Employees who identify with the organisations CSR practices are also more likely to actively support the organisation and its CSR practices (Omran & Ramdhony, 2015). Therefore, there is a perceived positive relationship between CSR practices and employee commitment and alliance to the business. This relationship suggests that employees are willing to offer

more energy, effort, time and commitment, to organisations that address their social impacts and stakeholder issues (Maignan & Ferrell, 2004).

1.3. Problem Statement

Some organisations are considered to be socially responsible while other organisations may be considered socially irresponsible, which is often the result of the management. Social responsibility can only become a reality if managers develop a sense of social consciousness and dispel all immoral behaviours (Carroll, 1991). Some organisations attempt to incorporate CSR within their marketing strategies to achieve a socially responsible position. These organisations incorporate CSR with differing marketing strategies internally. In a study performed by Cerne and El-Ansary (2009), the concept of organisations incorporating CSR with marketing strategies internally is analysed. Cerne and El-Ansary emphasised (2009) that in order for organisations to be considered socially responsible, an understanding of and participating in CSR is required. This includes corporations internally taking part in how their CSR strategies are constructed and engaging in CSR debates. This allows for the corporation to become a stakeholder themselves, in terms of their CSR. However, these efforts are sometimes not visible to appropriate members external to the organisation (Cerne & El-Ansary, 2009), which becomes problematic in terms of the organisation being seen as socially responsible externally. From this, one can conclude that the way in which CSR is constructed internally will have an impact on the organisation achieving a position as a socially responsible organisation. Being a socially responsible organisation is also achieved through the manner in which CSR is developed within the framework of the organisation (Banyté & Gadeikienė, 2008) and through its daily operations. This illustrates that not only do organisations need to answer stakeholder issues but they also are required to become a stakeholder themselves within the context of CSR (Cerne & El-Ansary, 2009).

Consequently, Corporate Social Responsibility (CSR) can be seen as a method that some organisations use to address their social impact on the environment within the sector in which they conduct business (Carroll, 1979). While, some organisations use it as an instrument to enhance their market offerings. Hence, the key issue would be to determine whether CSR is perceived by the public to have a positive or negative impact on marketing strategies.

1.4. Purpose Statement

The aim of this research is to assess and determine the impact that CSR has on marketing strategies and whether the public perceive organisations who utilise CSR as more successful. The research will consist of determining and discussing whether there is a connection to CSR generating an enhanced brand image and public preference and recognition. Through this research one will be able to determine the relationship that CSR has to marketing and whether or not it is perceived to be a successful and effective strategy for organisations to utilise.

1.5. Research Questions

1. Does CSR influence the public's perception of an organisation and encourage consumer preference and positive recognition?
2. Does the public's preference and perception of CSR impact marketing strategies?

1.6. Research Objectives

- To determine if CSR generates a positive or negative public perception of an organisation.
- To determine if CSR may be utilised as a marketing strategy.
- To determine if CSR encourages public preference and differentiation.

1.7. An Overview of CSR and Marketing

In the current market, organisations are experiencing increased competition. In order for an organisation to achieve success, the relationship that it has with its stakeholders needs to be effective. Thus, fostering a positive brand image and reputation is key to retaining a competitive advantage. Businesses are currently experiencing a shift from a traditional profit mind-set towards a more ethical mind-set (Gorski et al, 2016). CSR can be seen as a form of sustaining and developing a positive reputation. Therefore, it is beneficial for organisations to incorporate CSR practices into their business strategies (McWilliams, Siegel & Wright, 2006). CSR practices ultimately encourage differentiation within the market, which is a possible reason as to why businesses utilise CSR as a marketing tool. CSR is deemed to be one of the securest ways for an organisation to differentiate themselves in a

positive manner. In a study performed by Astara, Mitoula and Eleni (2015) one out of five consumers stated that they are prepared to pay more for a product or service if it comes from a business that is more socially conscious (Astara, Mitoula & Eleni, 2015). Due to increased environmental consciousness, consumers are more aware of CSR and the impact of business on society as a whole. As a result, businesses have adopted more green marketing tactics to convey their CSR practices. Green marketing denotes any activity which the organisation undertakes in concern for the environment. Green marketing is deemed to be a necessary tool for CSR, as it increases the profitability and competitive advantage of the organisation (Bashir, Yousaf & Wani, 2016). Green marketing, while effective at marketing a businesses' CSR tactics, faces barriers. The concept of greenwashing emerged from the green marketing movement. Greenwashing refers to organisations who represent themselves as environmentally responsible, however, they are falsifying this representation and essentially operate in an environmentally irresponsible manner (Tinne, 2013). Therefore, organisations who incorporate CSR into their marketing strategies need to be conscious of greenwashing and ensure that they are operating in an environmentally responsible manner. Most consumers are somewhat doubtful of organisations marketing their CSR programmes or activities as "green" due to the increase in green washing (Gorski et al, 2016). CSR undoubtedly has an impact on and is utilised as a marketing strategy by organisations. It is a relationship that has increased over time and will certainly be utilised more frequently. Thus, analysing the relationship between these two concepts is one that is beneficial to all organisations who engage in CSR practices.

1.8. Summary of the Chapter

This chapter introduced the research topic as well as all the components associated to it, such as, the research problem, the research question and objectives. Overall, the chapter provided contextualisation to the research study and discussed the rationale for the study. It emphasises that CSR is a topic that has evolved significantly and consequently, the manner in which CSR has been utilised by organisations has shifted. Thus, discussions as to whether or not CSR possesses an impact on marketing strategies is considered to be the main goal of the study.

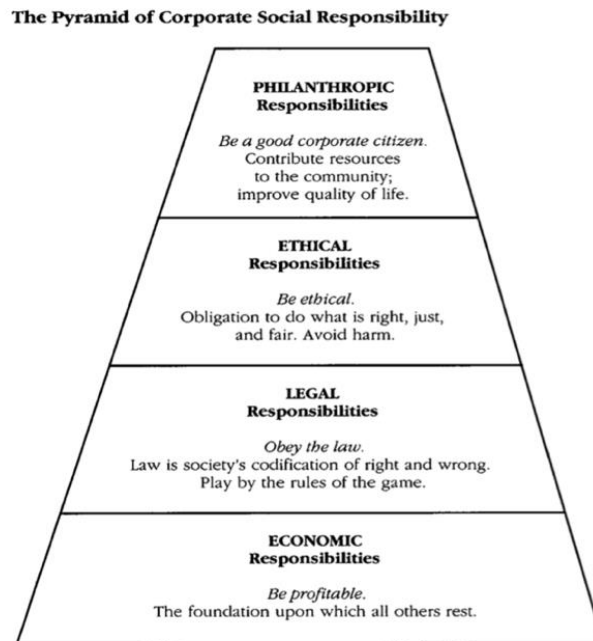
Literature Review

This chapter unpacks the themes discovered within the preliminary research in order to provide a holistic view of the research topic. Topics related to the problem and purpose statement are discussed within this chapter.

2.1. Theoretical Foundation

Carroll's CSR Pyramid Model (1991) illustrates the hierarchy of responsibilities that firms possess. Moving from economic and legal responsibilities through to more socially positioned responsibilities such as, ethical and philanthropic obligations (see Figure 1). The economic responsibility is the primary responsibility of an organisation. It illustrates that the core of organisations is to generate profit. The economic responsibility suggests that society expects organisations to provide the demanded goods and services and ultimately generate a profit as a return for the organisations effectiveness and productivity. All of the business's other responsibilities and roles are forecasted on this central assumption (Carroll, 1991, Omran & Ramdhony, 2015, Jamali & Mirshak, 2006). The legal responsibility involves expectancies of legal fulfilment. This responsibility emphasises that society expects organisations to accomplish its economic objective while still within society's legal framework. Therefore, organisations who wish to be seen as socially responsible are required to operate within the confines of the law (Jamali & Mirshak, 2006, Carroll, 1991, Omran & Ramdhony, 2015). The ethical responsibilities comprise of the values, norms and expectations that reflect a concern for what consumers, employees, shareholders and society deems as just and fair while simultaneously defending stakeholders' moral rights (Schwartz & Carroll, 2003, Omran & Ramdhony, 2015). Philanthropic responsibilities consist of the organisations' willingness to improve the quality of living of their stakeholders through charitable acts and organisational support. These actions are voluntary and are seen as desirable by society (Omran & Ramdhony, 2015, Carroll, 1991).

Figure 1:



(Carroll, 1991).

Carroll's CSR Pyramid Model has some limitations. The pyramid proposes a hierarchy of CSR fields. However, the highest field, that being the philanthropic responsibility, is considered to be the most important responsibility of the pyramid. The pyramid framework also does not completely display the intersecting and overlapping nature of CSR fields, thus, an alternative model to conceptualise CSR activities was developed- The Three Domain Model of Corporate Social Responsibility, which focuses more on the economic, legal and ethical responsibilities (Omran & Ramdhony, 2015, Schwartz & Carroll, 2003). The limitations of Carroll's CSR Pyramid were recognised by Carroll himself. The model itself alludes to the responsibilities being treated as separate components, however, they not mutually exclusive and reliant on one another (Carroll, 1991). Carroll's CSR Pyramid directly contradicts the classic argument put forward by Friedman (1970), that businesses responsibility is to maximise its profits, however, Friedman states that while the basic function of business is to generate profits, businesses are also required to generate these profits while conforming to the fundamental laws of society, those being legal and ethical (Friedman, 1970, Carroll, 1991). Therefore, Friedman's statement clearly focuses on the economic, legal and ethical responsibilities of Carroll's model, only rejecting the philanthropic responsibility (Carroll, 1991). Friedman's statement illustrates that businesses responsibility to society was to meet three of the four responsibilities put forward by Carroll. Within the current market environment, most businesses acknowledge and aid their four

responsibilities. Currently, organisations would not likely exclude the philanthropic responsibility from their business practice (Schwartz & Carroll, 2003). Carroll's CSR Pyramid Model (1991) is ultimately considered relevant as it illustrates that organisations are required to move through each of these obligations in order to be regarded as completely responsible. Organisations who meet a number of these hierarchical responsibilities are considered more favourable by society. Therefore, each of these levels of responsibility relate to the public and their perception of the organisation. This is illustrated through the idea of society expecting an organisation to meet these responsibility levels, which in turn propels them as an organisation in the minds of the public.

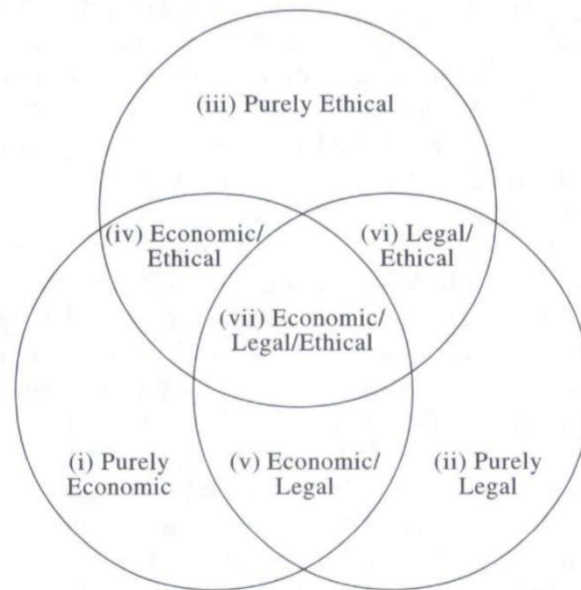
Omran and Ramdhony (2015) state that Carroll's CSR Pyramid model possesses limitations in terms of illustrating the overlapping nature of CSR domains, which is recognised by Carroll (Schwartz & Carroll, 2003). Thus, Schwartz and Carroll's Three Domain Model of Corporate Social Responsibility (2003) was developed to illustrate the interconnectivity of the CSR domains more effectively.

Schwartz and Carroll's Three Domain Model of Corporate Social Responsibility (2003) utilised Carroll's CSR Pyramid Model (1991) and has developed it further. The Three Domain Model of Corporate Social Responsibility illustrates CSR and the responsibilities of businesses are more complex than what Carroll's CSR Pyramid Model (1991) portrays. Schwartz and Carroll's model emphasises that businesses activities will continuously experience an overlap between each field and all business actions cannot be mutually exclusive to a particular field (Schwartz & Carroll, 2003).

Schwartz and Carroll's Three Domain Model of Corporate Social Responsibility (2003) focuses on seven CSR categories that generate an overlap between the three key fields-ethical, legal and economic (see Figure 2). The difference with the Three Domain Model is that philanthropic responsibilities are incorporated into the ethical and economic fields (Omran & Ramdhony, 2015).

Figure 2:

The Three-Domain Model of Corporate Social Responsibility



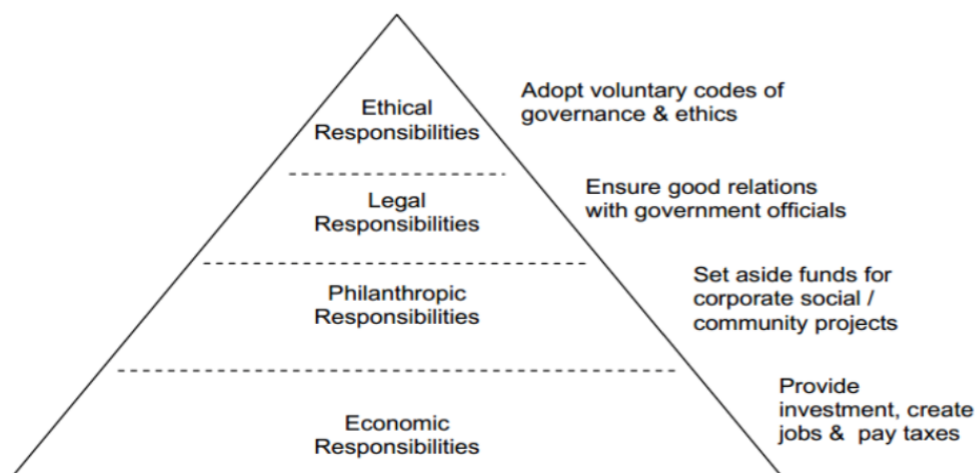
(Schwartz & Carroll, 2003).

The Three Domain Model of Corporate Social Responsibility (2003) is an applicable model as it illustrates that the hierarchical responsibilities that businesses possess are more interconnected and not as structured as the CSR Pyramid Model deems them to be. This model emphasises a modern way of determining CSR fields and that philanthropic activities are to be incorporated into each CSR field. Thus, the model displays that organisations may fulfil one CSR responsibility more adequately than the others, or they may utilise a combination of CSR responsibilities. Schwartz and Carroll emphasise that the model is applicable when focusing on various organisations and the particular domain in which organisations operate (Schwartz & Carroll, 2003). Focusing on the economic/ethical domain of the Three Domain Model of Corporate Social Responsibility (2003), organisations who give to charitable organisations for both economic and ethical motives would align to this domain (Schwartz & Carroll, 2003). An example of such an organisation would be that of The Body Shop, who is considered to be an economic organisation while concurrently ethical. The Body Shop is ultimately involved in the sale of products that are deemed “green”, however, they still generate profits (Schwartz & Carroll, 2003).

The Three Domain Model of Corporate Social Responsibility (2003) expands on Carroll's CSR Pyramid Model (1991) illustrates the interconnectivity of CSR throughout the businesses responsibilities. Visser's CSR Pyramid in Developing Countries (2006) therefore, expands on both Carroll's CSR Pyramid Model and Schwartz and Carroll's Three Domain Model of Corporate Social Responsibility (2003), by illustrating that the pyramid of CSR differs within a developing country context and that the structures of CSR are not entirely rigid and defined, but are rather more flexible.

Visser's CSR Pyramid in Developing Countries (2006) is based on Carroll's (1991) CSR Pyramid Model. It focuses on the responsibilities of Carroll's Pyramid Model but utilises them within a developing country context (see Figure 3). The order of CSR fields in terms of organisational responsibilities is seen to differ within developing countries. Within developing countries, economic responsibilities are still considered to be at the base of the pyramid. However, philanthropic responsibilities are given the second priority followed by the legal and ethical fields (Visser, 2006). This is substantiated partially by developing countries traditional connection to philanthropy, simply by it being a direct method of improving living conditions in individual's immediate surroundings, and through the traditional culture of fatalism, dependence and assistance experienced within developing countries. Equally, the pressure to obey existing laws is less significant compared to developed countries (Omran & Ramdhony, 2015).

Figure 3:



(Visser, 2006).

The CSR Pyramid in Developing Countries is one that is applicable to the South African context, due to South Africa being a developing nation. This model emphasises that within developing nations, philanthropic responsibilities are considered more important than legal or ethical responsibilities. This therefore, differentiates developing countries CSR activities to that of developed countries. This is considered relevant as the emphasis of CSR activities and their impact on marketing strategies is taken from a South African perspective and thus, CSR responsibilities will be regarded as specific to that context. In a developing country context, such as South Africa, Visser's (2006) CSR model emphasises that South African and African countries incorporate CSR practices differently to that of American and European countries. An example of this may be seen in South African organisation's being encouraged and even required to rectify the injustices of South Africa's past, as a result of Apartheid. Thus, South African organisations possess an economic responsibility to correct these injustices. South African organisations have attempted to correct these injustices through initiatives such as, Broad-Based Black Economic Empowerment (BBBEE) and Affirmative Action (Visser, 2006). Therefore, South African organisations possess economic responsibilities to generate profit but to also ensure that they encourage black economic empowerment within the confines of, and in the organisational levels, of their organisation.

Currently there is an increased interest for organisations to participate in CSR actions. Globally, businesses are more willingly to release information about their CSR practices and performance (Omran & Ramdhony, 2015). The following theories, the legitimacy theory, the stakeholder theory, the social contract theory and the signalling theory are utilised to explain CSR disclosure practices.

The Legitimacy Theory relies on the idea that a "social contract" exists between an organisation and the environment in which it operates. Organisations attempt to legitimise their corporate activities by participating in CSR reporting to receive approval and recognition from society, which ensures their continual existence (Omran & Ramdhony, 2015). The Legitimacy theory emphasises that organisations possess a form of responsibility to the environment that it conducts its operations within, thus, being responsible to the environment it directly impacts. The utilisation of CSR can be seen as an effective tool to increase the legitimacy of the organisation amongst its stakeholders and within the market. Thus, CSR initiatives may primarily be considered as a legitimacy tool where organisations showcase their loyalty to stakeholder norms and societal expectations

(Maignan & Ralston, 2002). This theory is considered relevant as it illustrates that organisations may utilise CSR practices as a tool/strategy to enhance the legitimacy of the organisation within the minds of the stakeholders as well as within the market, ultimately utilising CSR as a marketing strategy to encourage positive public perception and market differentiation.

The Stakeholder Theory is based on the notion that values are an important and clear part of business operations. The theory focuses on two core components, what is the purpose of the organisation, and what responsibility does the organisation have to its stakeholders. Ultimately, the foundation of stakeholder theory is the notion that economic value is generated by individuals who voluntarily collaborate and unite in order to improve stakeholder circumstances (Freeman, Wicks & Parmar, 2004). It is a theory that is ultimately focused on the relationship and connection between the organisation and that of its stakeholders. The two key divisions of stakeholder theory are considered to be, the ethical division and the managerial division. The ethical division emphasises that regardless of stakeholder power and control, each stakeholder has the ethical right to be treated justly by the organisation. The managerial division focuses on the managers of an organisation who attempt to meet the requirements of stakeholders who manage and control key resources that are necessary for the organisations operation (Fernando & Lawrence, 2014). The focus on the relationship that between the organisation and stakeholders refers to the organisation valuing stakeholder norms and values, and ultimately utilising the ideas that their stakeholders possess to direct the organisation's CSR actions and activities. This illustrates that businesses should focus on the direct and indirect impact that they possess to that of stakeholders and aim to incorporate their stakeholders effectively to enhance stakeholder engagement (Omran & Ramdhony, 2015). Therefore, CSR practices of a number of organisations align to society's views. Hence, organisations utilising their CSR practices as a manner to encourage positive public perception and stakeholder-organisation cohesiveness

The Social Contract Theory focuses on the idea that businesses are responsible to society as a whole, of which they are a primary component. The organisation is therefore, required to react to those responsibilities, which ultimately results in CSR practices. This societal approach emphasises that organisations operate by public consent which allows them to constructively serve the needs of society, in order to ultimately satisfy society (Van

Marrewijk, 2003). This theory suggests that there exists an unspoken contract between firms and society and ultimately, this contract indicates the indirect responsibilities that organisations have towards society (Omran & Ramdhony, 2015). Therefore, the organisations CSR actions and activities begin with the organisation recognising the responsibilities that they possess and acting on them. These responsibilities will be related to stakeholder norms and values, thus, organisation's CSR practices will align to societal beliefs ultimately enhancing the stakeholder's perception.

The Signalling Theory refers to the notion of why organisations have an incentive to disclose and report information willingly to that of the capital market. Disclosure that is voluntary is important for organisations to compete successfully in the market for risk capital (Omran & Ramdhony, 2015). The credibility and value of the business is enhanced when the organisation voluntarily discloses information about itself, such as, their CSR practices. This voluntary disclosure may also encourage stakeholder recognition and market differentiation. This disclosure decreases the uncertainty that stakeholders may possess about the business. The theory predominantly focuses on the disclosure of information that is regarded as positive, in an effort to communicate positive organisational qualities (Connelly, Certo, Ireland & Reutzel, 2011). Therefore, the voluntary admission of positive CSR initiatives by the organisation can be seen as a marketing strategy/tool to encourage a positive perception of the organisation by the stakeholders. Thus, disclosure of CSR activities is considered to be a benefit to the organisation as it enhances legitimacy of the business within the marketplace.

The Legitimacy Theory emphasises that a social contract exists between the organisation and the environment it conducts operations within (Omran & Ramdhony, 2015). The Stakeholder Theory then encourages this notion with the relationship that it fosters with its stakeholders (Fernando & Lawrence, 2014). Thus, both theories emphasise that the organisation possesses a responsibility to the environment/stakeholders that it directly effects. This is further encouraged through The Social Contract Theory. The Social Contract Theory emphasises that the organisation possesses a responsibility to society as a whole (Van Marrewijk, 2003), which highlights that organisations are responsible for their direct stakeholders. However, they also possess indirect responsibilities to society as a whole (Omran & Ramdhony, 2015), ultimately suggesting that an organisation possesses a variety of social responsibilities that are required to be incorporated into their daily operations. Thus,

organisations who incorporate these methods into their operational activity are considered more responsible. Therefore, The Signalling Theory illustrates that organisations who disclose this information are considered more reliable to that of stakeholders as they have potentially reduced uncertainty surrounding their business (Connelly et al, 2011). Therefore, organisations who recognise that they possess responsibilities to the environment they operate within, their stakeholders and society as a whole, and disclose their tactics on how they wish to accomplish these social obligations will be regarded as a more reliable organisation.

2.2. Conceptualisation

Corporate Social Responsibility: Organisations consider the interests of society by taking responsibility for the impact that their operations may have on customers, suppliers, employees, shareholders, the environment, communities and other stakeholders. It is a method that organisations utilise to incorporate social, economic and environmental concerns into their operations in a visible manner (Mujtaba & Cavico, 2013). This key concept is the basis of the research study, as it is researched to determine whether it possesses an impact on the following key concepts, and whether that impact is positive or negative.

Marketing Strategies: Strategies the organisation employs in order to promote the sale of a product or service. It is also utilised to differentiate the organisational image as well as its products and services (Kotler & Armstrong, 2012). In reference to the research study, this key concept focuses on whether CSR practices impact the organisations marketing strategy as well as whether they actively emphasis their CSR initiatives.

Impact: This refers to whether one concept influences the other and vice versa (Oxford School Dictionary, 2004). In the case of the research study, this impact refers to that of whether CSR possesses an impact on marketing strategies.

Connection: This refers to a link that exists between two concepts (Oxford School Dictionary, 2004), in case of the research study, this link relates to that of CSR and marketing strategies.

Perception: Is the complete process in which an individual is aware of their surrounding environment and interprets it to fit into their frame of reference, thus generating an individual perception of a specific context (Mostert, 2009). In reference to the research study, this emphasises whether the public perception of CSR incorporation by organisations is positive or negative.

Market Differentiation: This occurs when an organisation's offering is favoured over a competing organisation's offerings. It refers to a market offering being unique and greatly valued and therefore, implies that demand for the offering will surpass supply. It is believed to increase desirability of a product and brand loyalty (Sharp & Dawes, 2001). This key concept is illustrated through the research study through the determination of whether the incorporation of CSR practices generates market differentiation for that of the organisation.

Competitive Advantage: Is defined as the unique characteristics of an individual product or service offering which provides the organisation with a strong competitive position within the market. It is the organisational factors that allow businesses to outperform their competitors (Mooney, 2007). This key concept is emphasised within the research study through the determining of whether the incorporation of CSR into the organisations marketing and operations provides it with a competitive advantage, as well as if the public perception of CSR generates a competitive advantage.

Responsible Marketing: Is a method of marketing that acknowledges the ethical, legal, environmental, legal, public, social and cultural values and issues of society as a whole and the targeted market (DeWitt & Dahlin, 2009). In reference to the research study, this key component may illustrate the utilisation and incorporation of CSR practices within the organisations marketing.

2.3. Review of Literature

Currently, there is an increased awareness by society towards organisations who are considered socially active and many of these organisations see CSR as a means of enhancing brand importance and recognition. The responsiveness to the subject of CSR by the organisation may affect the decisions of potential investors, thus, the organisation's motivation to strengthen their investments into CSR actions is increasing. Therefore, there

is a requirement for these organisations to meet their triple-bottom-line², which ultimately encourages the incorporation of people and planet into the organisation's ideology (Paetzold, 2010). The increased responsiveness by organisations to utilise CSR practices and profile themselves as socially responsible has stemmed from the development of shareholder activism³ and the anti-globalisation movement. Through these movements, the encouragement for organisations to directly address stakeholders' norms and values has developed. Organisations may develop more successful CSR practices by extending their focus to all stakeholders which the organisation impacts (Maignan & Ferrell, 2004). Freeman, Wicks and Parmar (2004) suggest that organisations possess a responsibility towards only those stakeholders who are directly affected by the organisations activities and not to other groups (Freeman et al, 2004). Whereas, Carroll (1979) suggests that organisations possess a social responsibility towards the entirety of the environment which they operate within (Carroll, 1979). Therefore, there are various views as to what the responsibility of the business actually comprises of. However, majority of current organisations do recognise that they do possess a specific responsibility towards the environment around them, whether that be to the external environment or only towards their stakeholders. Overall organisations possess various reasons as to why they implement CSR practices. Predominantly organisations will incorporate CSR initiatives if they feel that it will be beneficial in the future, be that through an increase in profits or an enhanced brand reputation and image (Paetzold, 2010). Thus, CSR can be utilised as a mechanism by business to holistically integrate their triple-bottom-line, while increasing their reputation within the market.

Organisations whose operations do not support the triple-bottom-line requirements of, people, planet, profit, may generate a negative reputation. Individuals are more aware of organisation's social involvement than ever before, ultimately if organisations accomplish stakeholder values, norms and demands, they will develop a positive social identity in the eyes of the public (Paetzold, 2010). Within the current market, organisational effectiveness hinges on the relationship that the organisation has with its customers. Thus, it is considered

² Triple-Bottom-Line focuses on the notion that an organisation's success should not be solely measured on their financial bottom line but also by its social and ethical and environmental performance (Norman & MacDonald, 2004).

³ Shareholder activism comprises of shareholders exerting influence or pressure onto leaders in order for a change in the corporate governance practices (Souha & Anis, 2016).

necessary to develop a strong and positive brand image and reputation (Gorski et al, 2016). The manner in which organisations have interacted with their consumers has increasingly altered. CSR policies can be seen as a method of developing and sustaining brand reputation, as well as increasing consumer satisfaction and preservation (McWilliams & Siegal, 2001, Gorski et al, 2016). An example of this can be seen in British Petroleum's (BP) campaign 'Beyond Petroleum'. This advertising campaign developed by BP was created in an attempt to soften their public image to that of a more ethical and sustainable brand. BP utilised the 'Beyond Petroleum' campaign in order to address the number of controversies surrounding them, for example, their oil spills. However, this attempt by BP failed in some regard as the business as a whole is still regarded as environmentally irresponsible (Elkington, 2006). Organisations often utilise CSR as a means to enhance their brand image, however, organisations need to ensure that they are taking the necessary steps to successfully create an effective CSR initiative, which in turn enhances their image, and not fall into the realm of green washing activities. Recently, there has been an increase in organisations falling into the green washing realm. This could be a result of an increase in consumer demand for products that are deemed "green". In a survey preformed by National Geographic, there was a clear shift in consumers demanding environmentally friendly products, 82% of consumers around the world purchase "green" products and services (Tinne, 2013). Taking this into consideration, one can conclude that, the concept of social consciousness is one which has increased, and thus, the demand for business to act in a socially responsible manner will in turn increase, ultimately fostering a case for CSR and its initiatives.

There are a number of arguments for the utilisation of CSR practices for businesses. Firstly, the idea that an organisation's long term interest is to be socially responsible. This refers to the idea that if an organisation is to have a successful and beneficial environment for operations to occur, it needs to presently take action so that it may have longstanding sustainability (Carroll & Shabana, 2010). This particular argument is opposed by Friedman (1970) who views that the responsibility of business is to solely generate profits for its shareholders. Consequently, Friedman emphasised that social issues and the concept of social responsibility does not fit into the realm of business, but should rather be addressed by the free market (Friedman, 1970). Secondly, CSR has been seen to avert government regulation, this refers to the idea that potential government involvement may be predicted so that organisational procedures may accomplish society's expectancies (Carroll &

Shabana, 2010). Thirdly, the notion that organisations possess a magnitude of management talent, operational expertise and capital that could possibly aid in the resolving of societal issues (Carroll & Shabana, 2010, Davis, 1973). However, this particular argument is contradicted by Davis (1973) himself. Davis (1973) illustrates that business is not capable to handle social activities and that managers do not possess the required skills to facilitate and make socially positioned decisions (Davis, 1973). Fourthly, CSR allows organisations the ability to be proactive rather than reactive. This emphasises that being proactive (predicting, preparing and instigating) is more realistic and less costly than reacting to social issues once they have occurred (Carroll & Shabana, 2010, Davis, 1973). Finally, CSR engagement from organisations should occur simply because the public has been seen to support it. Individuals believe that organisations should be responsible to all their stakeholders and from a societal point of view, not from a profitability point of view (Carroll & Shabana, 2010). However, organisations who utilise CSR can ultimately be seen to limit their competitive stance on a global scale as it propels the business into a particular category that can be seen to be less competitive (Carroll & Shabana, 2010). CSR as a whole possesses positive components for businesses and while there are arguments against the business case for CSR, a number of these arguments were formed when the concept of CSR was less developed and immature. Thus, CSR can presently be seen to provide benefits for the business across a variety of different domains, ultimately enhancing the business' image and social consciousness.

Morsing and Schultz (2006) emphasise that CSR practices and initiatives are considered necessary to that of the public. Though, in a Danish survey exploring how businesses should communicate their CSR initiatives, Morsing and Schultz (2006) illustrate that the public has been seen to have differing opinions of whether organisations should communicate and showcase their CSR proposals in corporate marketing and corporate releases or in minimal releases, such as, business annual reports and business websites. Research has indicated that organisations should focus on generating effective one-way communication, which may consist of providing stakeholders with knowledge around corporate CSR efforts (Morsing & Schultz, 2006). There have been arguments against the utilisation of CSR practices for the business case. Research has illustrated that some consumers may not possess the capability to support organisations engaging in CSR practices. This may be a result of the lack of power and control that CSR has within the marketplace (Valor, 2008). In order for the support and development of the business case and initiatives for CSR practices, policy-

makers may be required to empower consumers through offering them with more information by obligatory reporting on social and environmental functioning as well as the development of an inclusive CSR label (Carroll & Shabana, 2010). Overall, the business case for CSR when focusing on the consumer is not considered effective. Consuming in a responsible and consistent manner can be considered a strenuous task for consumers, thus, a majority of consumers simplify their approach to responsible consumption by focusing on one specific category. In order for consumers to effectively and holistically interact with CSR they need to be more aware and better informed on CSR practices (Valor, 2008), which ultimately, allows them to generate a more cohesive opinion on businesses who utilise CSR practices. Therefore, the relationship between CSR and its effectivity is directly related to the degree of information the consumer possesses surrounding the businesses CSR practices. Once the consumers are aware only then may they begin to alter their perception on the image and reputation of the business to that of a responsible one.

Consumers require visibility and transparency of organisation in order to retain information and form perceptions of organisations. Thus, the lack of awareness is considered a significant hindrance to consumer responsiveness to CSR activities. However, there are vast amounts of consumers who wish to gain knowledge on the social responsibility action that organisations employ. Consumers are ultimately seen to possess a more positive image of an organisation if it provides support to an issue that the consumers are concerned about. It is also shown that consumers are more likely to shift their choice of brand to those brands who partake in cause-related-marketing efforts. Ultimately, consumers demand that organisations protect their operational environment and conduct their operations in an ethical manner (Mohr et al, 2001). The key challenges of CSR communications are consumer awareness and stakeholder scepticism. Company CSR awareness amongst its external stakeholders, i.e.: consumers, is considered to be naturally low, which generates an obstacle for organisations desiring to gain strategic benefits from CSR initiatives (Bhattacharya & Sen, 2004, McWilliams & Siegel, 2001). Stakeholders view CSR transparency as a concept that is necessary; however, they can often become doubtful of an organisation's CSR motives when they are "aggressively" communicated. Stakeholders possess two kinds of acknowledgement of an organisation's CSR activities, these being, extrinsic acknowledgement and intrinsic acknowledgement. Extrinsic acknowledgement refers to an organisation attempting to increase profits and intrinsic acknowledgement, which showcases an organisation acting out of authentic concern for their central issue.

Stakeholders possess greater acknowledgement of intrinsic motives, which generates positive perceptions of the organisation and thus, extrinsic motives generate less favourable perceptions of the organisation (Du, Bhattacharya & Sen, 2010). This illustrates that organisations utilise CSR practices as a means to enhance their brand image and perception. The concept of intrinsic acknowledgement may be tied to green marketing, whereby marketing activities are performed by the business based on their concern for the environment (Bashir et al, 2016). As a result, intrinsic acknowledgment by organisations illustrates the organisations attempt to emphasise their viewpoint in terms of social and environmental responsibility, while at the same time, encouraging a favourable brand image.

The method that organisations utilise to generate a positive reputation in the eyes of the public consist of, presenting their organisational efficiency and the organisation's social performance. Organisations are increasingly focusing their attention to strategies that are developed to illustrate their CSR activities. Such strategies include, organisations focusing on their community contribution, corporate philanthropy, or enhancing the transparency of their support of social issues through cause-related marketing strategies. These particular strategies can have an impact on how consumers perceive the organisation; however, the strategies provide consumers with little information that is related to the products and services that it produces (Brown & Dacin, 1997). Stakeholders can be seen to react negatively to marketing strategies that are regarded to be manipulative or disingenuous, ultimately referring to greenwashing strategies. Therefore, any inconsistencies between the stakeholder's view of the organisations CSR motivations and the motivations stated by the organisation may result in stakeholder scepticism, resulting in a negative response towards the organisations CSR. The main challenge for organisations portraying their CSR practices, is to ensure that an effective CSR communication strategy is designed, that limits the degree of stakeholder scepticism (Du et al, 2010). CSR's main aim is ultimately to address the impacts that the organisation has on the environment around them. However, in order for it to be utilised effectively as a marketing tool, organisations need to ensure that their portrayal of their CSR initiatives aligns to that of their business practice and their stakeholders. Consequently, the stakeholder's values need to be recognised and utilised within the businesses CSR practices, to ensure synergy and stakeholder acceptance. Once this has been achieved, stakeholders will have a more favourable perception of the business, resulting in a positive brand image.

2.4. Summary of the Chapter

This chapter focused on discussing the theoretical foundation of the research study, as well as the various themes illustrated within the literature. The themes illustrated throughout the review of literature were that CSR does in fact generate a positive brand image and reputation, a lack of awareness is considered to be a significant hindrance towards consumer responsiveness to CSR attributes and that transparency is necessary to encourage CSR awareness. Thus, the chapter emphasises that CSR can impact the public's perception of an organisation, which in turn, suggests that it may in fact be utilised as a marketing strategy.

Research Methodology

This chapter illustrates the research methodology utilised for the research study. Elements such as, the population and sample and data collection and analysis methods are discussed as well as how they were utilised within the research study.

3.1. Research Paradigm

The research was conducted through an Interpretivist framework. Interpretivism focuses on understanding human behaviour and interactions (Du Plooy-Cilliers, 2014). The main aim was to develop an in-depth understanding of the information at hand. The ontology of Interpretivism focuses on understanding people's perceptions and subjective reality (Du Plooy-Cilliers, 2014). Interpretivism focuses on reality that is socially constructed, therefore, studying individuals or situations within their social context. This allows an increased opportunity to understand the perceptions that they possess of the activities occurring around them. The ontological assumptions of Interpretivism emphasise that individuals interpret situations differently, which allows varied perspectives and interpretations to transpire (Nieuwenhuis, 2016). The key role of an Interpretivist study is to understand, explain and translate a social reality that is subjective to different individuals (Nieuwenhuis, 2016).

Interpretivism was therefore, considered an appropriate paradigm to gain an understanding of the way in which the public perceive CSR initiatives and whether they feel as though it impacts marketing strategies. This research paradigm allowed for an understanding to be developed around the concept of CSR and how it may be utilised by some organisations as a method to enhance or differentiate their market offerings in the eyes of the public. Utilising the Interpretivist paradigm allowed for information around the public's subjective perspectives on CSR activities and its impact on marketing strategies. These subjective perspectives were analysed and utilised to determine the general assumption of CSR practices and whether they do in fact have direct and effective impact on marketing strategies.

3.2. Research Approach

A qualitative approach was utilised in the research study. A qualitative framework allows for an understanding to develop around subjective experiences and the meaning linked to a particular phenomenon, which allows the researcher to understand phenomena from the participant's viewpoint. Qualitative research investigates how specific participants perceive and attach meaning to a phenomenon, thus, the goal of qualitative research is to understand, describe and explore individual behaviour (Strydom & Bezuidenhout, 2014).

The use of a qualitative research approach was appropriate for this particular type of study, as it allowed for an understanding of how the public perceive CSR to be developed, and thus, illustrates if there is in fact a connection between the public's perception of CSR, and whether that impact is utilised within marketing strategies. Thus, a qualitative approach was deemed the most suitable, as the research focused on the individual's subjective experiences and perceptions and how they attach meaning to the phenomenon of CSR.

Therefore, the following qualitative research approach was utilised when conducting the research:

A Phenomenological Research Approach: The aim of phenomenological research is to understand the essence of the experiences surrounding a phenomenon. This approach is utilised to establish what a particular experience means for the individuals who have had the experience, and thus, provide an inclusive description of the experience (Nieuwenhuis, 2016). A phenomenological approach was utilised for the study, as it allowed for a comprehensive explanation of the various components surrounding CSR and the public's perception of it. CSR as a phenomenon is multifaceted and subjective, and the public's individual perception and opinion is equally subjective. Therefore, the use of a phenomenology approach was most suitable in terms of illustrating and describing these two subjective elements and the connection between them.

3.3. Research Design

The research design can be defined as the theoretical structure in which the research was conducted. It comprises the outline for the collection, measurement and analysis of the data.

The research design is effective, as it assists in the efficient operation of the various research processes, thereby, generating maximal information with minimal expenditure (Kothari, 2004). In relation to the research study, the research design required was one that was accurate, so that the discussion of different subjective aspects of CSR and a limitation of bias, may be achieved.

The research design is as follows:

The main aim of the study was to illustrate the connection between CSR and the public's perception of CSR, and if in fact the public perceives CSR to possess a connection to marketing strategies. Therefore, the particular paradigm that was utilised within the research was the Interpretivist paradigm, with the use of an ontological research tradition. This allowed for an understanding of human behaviour and their subjective reality (Du Plooy-Cilliers, 2014). The ontological assumption of Interpretivism illustrates that reality is subjective and socially constructed, therefore, emphasising that each individual interprets events differently which generates a variety of different perspectives of a situation or phenomenon (Maree, 2016). Therefore, the use of this paradigm and research tradition allowed for an analysis of the differing perceptions that the public had surrounding CSR practices to be shown. Furthermore, the use of a qualitative research approach was appropriate for the research study as it allowed for an understanding around subjective experiences, that being, the public's perception of CSR. To achieve this, in-depth semi-structured interviews were conducted to attain information surrounding the public's direct perception of CSR. Therefore, the study was conducted from a descriptive standpoint, as the public's subjective responses were utilised, as well as pre-existing and academic information to support their responses. The use of a phenomenological standpoint allowed for an explanation of the various components surrounding CSR and the public's perception. The direction of theorising that was utilised was an inductive method. This method allowed for the theory and themes surrounding CSR to emerge from information analysed and sourced (Bezuidenhout & Cronje, 2014). Therefore, whether CSR impacts the public's perception of an organisation is determined from the information analysed. This was illustrated within the discussion of findings. However, a deductive method was also utilised in the manner of determining themes from the existing literature (Bezuidenhout & Cronje, 2014). The themes that emerged from the information analysed formed the basis of the types of questions asked within the interviews conducted. The themes that were utilised

were reflected in the review of literature. However, there were themes that were not illustrated in the review of literature that were evident in the data gathered from the interviews. The study was ultimately conducted in a non-empirical manner, thus, allowing assessments of existing themes to be conducted (Bezuidenhout & Cronje, 2014) and then exploiting those themes within the interview process.

3.4. Data Collection Method

The data utilised for the research study was collected through, in-depth, semi-structured interviews. In-depth interviews allow for subjective information to be gathered surrounding a particular topic, in the case of this study, that topic being CSR. This method allows for valuable information to be generated as well as direct and subjective understandings and experiences of a particular phenomenon (Strydom & Bezuidenhout, 2014). It allows for information to be generated directly from the population being analysed, that being, the public. Interviews allow for an understanding to be developed of the public's perception of CSR. Ultimately, the semi-structured methodology was considered useful, as it allows for freedom in the participant's responses and follows a more conversational approach (Strydom & Bezuidenhout, 2014). The interviews followed a semi-structured interview method and their main purpose was to understand the public's perception of CSR and whether or not it impacts organisations marketing strategies. The themes obtained from the review of literature were utilised as a basis for the types of questions asked of the participants. Interviews were conducted with five participants; these participants were asked preliminary questions to measure their understanding of CSR. If the particular participants possessed an adequate understanding of CSR, they were then asked further questions, that were more attentive to that of their perception and marketing. The interviews varied in time, as the time frame was based on the degree of information and the discussion provided by the participant. However, on average the interviews continued for about twenty minutes each. During some of interviews, the researcher asked follow-up questions to clarify the participant's responses in order to attain responses that were more comprehensive. Incentives were not provided to the participants for their participation. However, they were made fully aware that their responses would be beneficial to the research study. The locations of the interviews were arranged with the participants. These were locations that the participant themselves choose, and thus, were comfortable within the environment where the interviews were conducted. A secure audio recording device was utilised during

the interviews to document the participant's responses and the general conversation. These recordings were then later transcribed by the researcher.

3.5. Data Analysis Method

A thematic data analysis method was utilised when interpreting the responses from the interviews. Through a thematic data analysis specific themes arise from the data itself which allows for the identification of a number of subjective understandings within the data (Maree, 2016). An inductive method was utilised, as this allows for the themes to develop from the information being analysed (Bezuidenhout & Cronje, 2014). However, a deductive method was also utilised, as the literature allowed for specific themes to arise (Maree, 2016). The coding mechanism that was utilised was a thematic coding scheme. This coding method is the process of locating particular themes within the data. It allows for themes that are important to the phenomenon to emerge, and thus, these themes become a category of analysis and interpretation (Fereday & Muir-Cochrane, 2006). Both an inductive and deductive coding method was utilised in the analysis of the data. (Bezuidenhout & Cronje, 2014). The key themes were determined through the preliminary research, and are illustrated within the review of literature. These themes were utilised to guide the type of questions asked within the interview process. Therefore, this method of analysis followed a deductive strategy, as themes were located within the review of literature, and these same themes were expected to be shown in the data gathered. The themes that arose from the preliminary research were focused on the public's perception of CSR, CSR awareness encouraged by the organisation and CSR in relation to brand image. The information from the interviews was then interpreted and the key themes in relation to CSR, the public's perception and CSR's impact on consumer preference and recognition were discussed in the presentation of findings. The data arose from the interviews and therefore, needed to be transcribed. Once the data from the interviews was transcribed, specific themes and patterns emerged from the data and those themes were analysed further. The themes that arose from the interviews were either supported or questioned by secondary research and other research findings and studies. This allowed for the themes to possess a sound academic foundation or varying opinions. Consequently, this method of analysis followed an inductive strategy, as the themes emerged from the data itself.

3.6. Population and Sampling

The target population was the general South African public, the accessible population being the individuals within the Western Cape region, specifically within the southern Suburbs region. The study specifically focused on the public and their perception of CSR, for this reason, the population was comprised of an array individual's who possessed knowledge around the concept of CSR and its procedures. Attaining the public's perception of CSR, from the accessible population, was accomplished through the semi-structured interviews. The individuals interviewed were asked preliminary questions to gauge their understanding of CSR. Consequently, any individuals who clearly did not possess knowledge around CSR were excluded from the study and the individuals who clearly did possess an understanding of CSR were utilised and partook within the study.

The sampling procedure that was utilised was a non-probability sampling method, with an emphasis on purposive sampling. Purposive sampling allows for specific consideration into the public's perception of CSR within South Africa and typically within the Western Cape region. The particular unit of analysis, that being the general Western Cape public, was specifically chosen to illustrate how the general public perceives CSR and whether they feel that brands who are regarded as "socially responsible" and "socially conscious" are in fact, favoured or perceived to possess a competitive advantage within the market. The intention of the research was not to generalise these findings onto the wider population, but to rather illustrate the public's subjective understanding of CSR and determine the themes that arise from their understanding of the concept.

3.7. Trustworthiness of The Study

Qualitative research studies concentrate on the trustworthiness of the study. The components that are required within the discussion of trustworthiness are that of credibility, transferability, dependability and confirmability. (Koonin, 2014). The confirmability of the research study was enhanced through the utilisation of published and accredited journals and sources, which emphasises that the research being utilised possesses a sound, solid and academic foundation. The purpose of the study was to illustrate the connection between CSR practices, the public's perception and whether that impacts marketing strategies, therefore, the confirmability of the research study was increased through the use of relevant and applicable sources by the researcher. The credibility of the research study was

enhanced through the in-depth semi-structured interviews that were conducted. Interviews were conducted in order to attain information surrounding the public's perception of CSR. The interviews were primarily utilised to determine how the public perceives CSR as a whole, ultimately, attaining their subjective understanding and perception. Therefore, the discussion of the findings clearly illustrates the public's overall perception. This increases the trustworthiness as it provides an adequate representation of what the public perceives CSR to be and whether it does in fact impact marketing tactics. While triangulation is not utilised within the research study, the credibility of the study is still achieved through the attainment of the public's subjective insight into the phenomena of CSR. The in-depth interviews allowed for an understanding of the public's direct perception and opinion of CSR, thus, further enhancing the credibility of the research study. The transferability of the research study is achieved through the findings and analysis presented. The findings discussed cannot be generalised to that of the wider South African population, however, they do provide tangible insight into what the public's perception of CSR in relation to marketing, thus the study can be considered to possess transferability. The use of a purposive sampling method further enhanced the transferability of the study as it allowed for the consideration and understanding of the public's subjective understanding of CSR, rather than a generalised understanding. The dependability of the research study was achieved through the appropriate data collection and analysis methods utilised within the study. The data was collected through in-depth semi-structured interviews, and analysed through a thematic data analysis. This allowed for the collection and interpretation of the public's subjective perception of CSR, thus encouraging the dependability of the research study. Overall, the study possesses trustworthiness, and consequently the research study can be considered to have been effective.

3.8. Summary of the Chapter

This chapter reviewed all the components surrounding research methodology. Overall, the chapter illustrates that the paradigm utilised for the research study was Interpretivism, with an ontological research tradition. The research approach utilised was a qualitative approach with a focus on a descriptive approach. The data collection method and the data analysis method, were in-depth semi/un-structured interviews and a thematic data analysis respectively. All of these components utilised within the research methodology process were selected due to their appropriateness and suitability towards the research study. The various

components utilised within the research methodology process all address the subjective nature of the public's perception of CSR. This is achieved through the fluidity of the various methods and approaches and that they allow for an in-depth understanding to be developed.

Findings and Discussion

This chapter discusses the findings obtained from the research study and illustrates the relevant themes that were extracted from the interviews. In terms of demographics, the respondents were aged between 18-60 and possessed varying degrees of experience, in terms of life as well as work experience. While these findings provide insight into the general public's perception of CSR, the findings cannot be generalised towards the wider South African population, as the aim of qualitative studies is not to generalise findings, but rather to understand the phenomenon (Strydom & Bezuidenhout, 2014). Some of the respondent's answers are included within the discussion as quotations to illustrate their subjective understanding of CSR and its impact towards marketing.

The findings discovered within the study are presented and discussed as various themes. These themes directly relate to the research questions, which are, does CSR influence the public's perception of an organisation and encourage consumer preference and positive recognition? As well as, does the public's preference and perception of CSR impact marketing strategies? The following themes also relate to that of the following research objectives, to determine if CSR generates a positive or negative public perception of an organisation, to determine if CSR may be utilised as a marketing strategy and, to determine if CSR encourages public preference and differentiation.

Theme 1: The public's perception of CSR is positive, but it must showcase tangible results.

The public can be seen to perceive CSR as a positive concept. Most individuals feel as though businesses do have a responsibility towards the environment that they operate within and thus, believe that CSR is a system which should be enforced and implemented. One participant states that businesses are *"using the communities and societies and the environments resources, so it should be held responsible, for what they take"*. This statement illustrates that individuals recognise that businesses do impact the environment around them and thus, need to assist and aid it. Hence, individuals view CSR as a system that addresses those impacts and as a consequence, views it in a positive light. This is illustrated in Gorski, Fuciu and Dumitrescu (2016) study which emphasises that there is a positive relationship between the organisation's CSR tactics and the customer's behaviour

in relation to those organisations (Gorski et al, 2016). Consequently, individuals perceive organisations who are transparent and open about their CSR practices as positive. However, individuals feel that organisations who advertise their CSR practices may only be deemed as positive if tangible results may be seen. For example, one participant states *“I want to see what the business has done and if it has had any value in society, but if I could see the value then I would have a positive perception because then I would know that their resources and efforts are not just for publicity”*. This suggests that individuals have some reservations around organisations actively marketing and advertising their CSR practices. Often consumers are sceptical of organisations motives in terms of CSR engagement and often have the impression that organisations utilise CSR as a defensive and competitive instrument (Bhattacharya & Sen, 2004). CSR is thus, only perceived as effective and positive if the public can clearly see the change that has occurred, however, one participant does state that if a *“business had a bad reputation and did not have any CSR initiatives, then it would certainly alter my perception of that business”*, suggesting that organisations who are seen to negatively impact the environment around them and who ultimately do recognise this and address it will be perceived more positively. Therefore, the organisation itself does not have to be considered completely sustainable, as long as it merely addresses some of the impacts it causes, then the public will generate a more positive perception of the organisation. Ultimately, the public will view the organisation positively if it incorporates CSR initiatives into its business, but will not be as receptive towards it if they cannot see tangible change. This suggests that there is an awareness of greenwashing tactics by the public. One participant states that *“you have to be careful because it’s not always what you see is what you get from the business”*, thus, the public can recognise that a lot of CSR practices implemented by organisations are utilised to harness a more favourable image, yet, if the portrayal of these CSR practices falls into the greenwashing realm then individuals would be more sceptical of the organisation. This can be seen as a contradiction in and of itself, as individuals recognise that CSR is in fact *“a good marketing strategy because it’s more likely to promote a positive image of the business”*, and therefore, not completely and holistically true to the essence of CSR, but are not willing to support an organisation if they cannot see the differences that the organisation is making and feel that the organisation is not completely transparent of their CSR initiatives. This suggests that the public needs to be made aware of the organisations CSR initiatives. This is evident in McWilliams and Siegel’s (2001) study which states that in order for consumers to respond to CSR, greater awareness of initiatives needs to be achieved. A manner in which this may be achieved is

through advertising. Advertising allows information to be provided about the CSR initiative and in turn, it may be utilised to develop or maintain the reputation or quality of the business (McWilliams & Siegel, 2001). A lack of awareness is thus, one of the key inhibitors of the success of CSR. Generally, the public's knowledge of CSR in terms of organisations is rather low. This may be seen as a result of consumers finding it challenging to obtain and store CSR related information about a significant amount of the organisations that they interact with (Mohr et al, 2001). This is evident in the study, as majority of the respondents found it difficult to name a variety of organisations who successfully implement CSR initiatives. The one organisation which most respondents recognised to possess effective CSR initiatives was Woolworths. This may be a result of Woolworths incorporating their social consciousness into their business structure and image. Overall, the public view CSR as a positive system that results in a change towards the environment that these businesses impact, however, the public requires tangible results to completely view the organisation in a positive manner. Yet, the public does recognise that CSR does provide organisations with a more positive image and perception. When asked "why do you think businesses market and advertise their CSR practices", one respondent stated that *"it promotes a positive message, it shows compassion and caring and it is probably good for the general reputation and image"*, this illustrates that the public recognises that CSR promotes a more positive image and that they perceive organisations who utilise CSR as more positive. Therefore, CSR as a whole generates a progressive perception from the public, nevertheless, this perception will be increased further if tangible change may in fact be seen by the public. Essentially the public needs to be made aware of the organisations CSR initiatives, which ultimately suggests that organisations should market their CSR practices.

Theme 2: CSR may be utilised as a marketing strategy to enhance brand image.

The public themselves state that in order for organisations to achieve maximum exposure of their CSR initiatives, they should in one way or another, market and advertise it. One respondent states that CSR should *"be advertised, in a sense that it would promote trust in the brand, people are more likely to invest and buy products from businesses that they feel are responsible"*. This illustrates that the public would be more responsive towards organisations who actively market their CSR initiatives as it allows them to become aware of the organisations CSR activities. CSR can therefore, be seen to be associated with marketing as a method to encourage the promotion of the business. In a study performed

by Astara, Mitoula and Eleni (2015) one out of five consumers were willing to pay more for a product that came from a more conscious organisation, therefore, the image and reputation of the brand can be seen to be increasingly important now, more so than before (Astara et al, 2015). This illustrates that individuals recognise the impact that business has and that it is necessary for businesses to address those impacts. Therefore, the consumer mindset, in terms of socially responsibility, has clearly shifted. One respondent states that if businesses *“communicate their vision in creating a better society, then they will have a positive impact, and therefore, they will attract my support”*. This suggests that consumers want organisations to be socially responsible and conscious and would like to support organisations who are socially responsible. However, the public emphasises that price is where they shift their mindset. Most of the respondents stated that they would be more inclined to support a business that was more active in terms of CSR, however, a number of them indicated that if the products and services coming from the more socially responsible businesses were more expensive, they would not purchase those products or services. This is evident in Du, Bhattacharya and Sen (2010) research, which illustrates that 87% of American consumers are more likely to change from one business to another, if the other is linked to a “good cause” and that the price and quality of the more socially aware business is the same as the previous business (Du et al, 2010). While the public can be seen to possess some limitations towards socially responsible organisations, they all agree that the promotion and advertising of CSR initiatives by organisations would acquire some form of increased support from the public. This suggests that utilising CSR as a marketing tool would in fact be beneficial. Promoting one’s CSR initiatives allows for a more positive brand image. With regards to why organisations may market their CSR initiatives, one respondent suggests that *“it promotes a very positive message and it is probably good for general reputation and image”*. According to Paetzold (2010) many organisations view CSR as a method to enhance their brand image and identity. Ultimately, organisations who possess a positive reputation in terms of their CSR, should in fact incorporate it into their marketing and branding, which allows their products to be differentiated within the market (Paetzold, 2010). This is evident within the public’s views on CSR, as majority of the public listed Woolworths as a brand when asked “what businesses are renowned for their social conscious/CSR practices”. This may be a result of Woolworths incorporating their CSR into all facets of their business. They have integrated their social responsibility and consciousness into their brand image, and thus, becoming somewhat known for their responsible business conduct. Ultimately, this differentiates themselves from their

competitors and in the minds of the consumer. However, most respondents suggested that CSR itself does not create market differentiation or a competitive advantage for businesses. One respondent stated that there are a number of organisations who employ CSR practices, however, they could not articulate who those other organisations were, they did suggest that Woolworths may be somewhat known for their CSR as a result of their marketing, and incorporating more of a “green” mind-set into their product and service offerings. This illustrates that successful marketing of the organisations CSR practices does allow the brand to be somewhat differentiated, in terms of generating a more positive brand image. Ultimately, the public needs to be made aware of the organisations CSR practices in order for them to form a perception of them and this is thus achieved through marketing. According to DeWitt and Dahlin (2009) marketing an organisation’s CSR practices falls into the category of socially responsible marketing, which emphasises that businesses need to determine what is the responsible activity for them to undertake and essentially incorporate that into all marketing channels and strategies. Socially responsible marketing assists organisations by developing brand awareness and portraying their corporate message (DeWitt & Dahlin, 2009). Organisations need to ensure that their CSR initiatives and practices are incorporated into all marketing channels. A majority of the respondents stated that they were in fact made aware of organisations CSR initiatives through marketing and advertising in one way or another. Some of the channels which respondents were made aware of organisations CSR initiatives included packaging, websites, social media and promotions, which are all essentially components of marketing. Therefore, the public mainly interacts with organisations CSR practices through some form of marketing, however, there is a lack of awareness by the public in the sense that a majority of the respondents could not swiftly name a variety of organisations who are effective with regards to CSR. Ultimately, the public perceive organisations who adopt CSR and are transparent about their initiatives as more positive. One participant stated that they *“would probably be more inclined to use their product [the business] if they were showing their social responsibility”*, thus there is a need for organisations to be transparent about their CSR practices, which is ultimately, where marketing and advertising surfaces. Therefore, CSR as a whole needs to be marketed by organisations to generate awareness among their stakeholders, which in turn will generate a more positive perception of the business because of their transparency. Overall, the marketing of CSR is seen to be a positive system to generate public awareness, thus, CSR and the marketing of it are not mutually exclusive concepts and will benefit one another. CSR generates a positive image of the organisation and the marketing of it in turn

generates a positive perception of the business, hence, CSR may in fact be utilised as a marketing strategy to develop a more positive brand image.

Theme 3: CSR does not necessarily differentiate the brand, in the minds of the public.

The public emphasise that organisations who adopt CSR are not considered to be differentiated or distinctive within their minds. When asked whether an organisation was perceived as unique or differentiated within its particular market, a majority of the respondents stated that CSR practices do not in fact make the organisation differentiated. One respondent stated *“a lot of companies do this [CSR] and a lot of companies want it to be known that they do this [CSR]”*, suggesting that CSR is in fact a system which a majority of organisations implement which in turn, suggests that they are not differentiated. However, according to Paetzold (2010) there is a distinct connection between the brand, the organisation and its use of CSR. Brand differentiation is considered to be significant, as it is becoming more difficult to distinguish product and service differences. Ultimately organisations should determine a factor which in fact may differentiate them from that of their competitors. The utilisation of CSR may possibly create this differentiating factor (Paetzold, 2010). In order for differentiation to occur, CSR needs to be incorporated into the brand itself and throughout its supply and value chain. Overall, CSR may in fact lead to brand differentiation, which is evident in the case of the respondents repeatedly citing Woolworths as a conscious brand. However, the public themselves state that CSR does not differentiate the brand and that it should not *“be something that makes businesses unique and different”*. The public may hold this particular perception due to them being aware of some organisations utilising CSR as a method of generating publicity and not actively creating tangible change, however, CSR may in fact be utilised by organisations to generate positive publicity, which is recognised by the public. One respondent states that CSR *“forms part of the image that the business portrays to society”*, suggesting that CSR does develop a more positive and progressive brand image. This is evident in Maignan and Ferrell's (2004) research which illustrates that consumers are more likely to support and have a positive perception of organisation's who are committed to CSR and environmentally friendly practices (Maignan & Ferrell, 2004), thus, suggesting that organisations who adopt CSR are more favoured by the public. CSR is deemed to be a positive system for organisations to implement and the public does recognise that it does create a positive brand image for the organisation, which in turn, will generate positive publicity. However, the public emphasises

that CSR should not be a factor that differentiates the organisation, one respondent states that *“businesses should just do it [CSR], it should just be part of practice”*. This emphasises that the public perceives CSR as system that should be required and regulated and organisations should not utilise CSR to solely increase their reputation and image, but should ultimately create some form of change to the environment that they are operating within. CSR as a system, in the minds of the public, shouldn't differentiate the organisation if the organisation itself, does not generate tangible and active change. This suggests that the public will accept CSR as a differentiating factor if the organisation does in fact generate change. This is evident in the case of the majority of the respondents listed Woolworths as an organisation that is renowned for their CSR practices, simply because Woolworths successfully incorporates CSR into their brand image, which in turn labels them as a socially conscious organisation, which in turn differentiates them within the grocery store/department store sector. According to Carroll and Shabana (2010) organisations who engage in particular CSR practices may improve their competitive advantage within the market, thus, differentiating themselves from their competitors. An organisation's CSR strategy is ultimately distinctive to an organisation; it allows the organisation to possess some form of competitive advantage. CSR initiatives increase brand loyalty and customer responsiveness, this can be seen as a significant reason why organisations implement CSR initiatives, which in turn may increase their competitive advantage within the marketplace, due to their increased customer loyalty (Carroll & Shabana, 2010). Consequently, CSR and the utilisation of it does in fact generate some form differentiation for the organisation. However, the organisation ultimately needs to create a difference within their market in order for the public to recognise and accept that the organisation is differentiated through its CSR. In order for the public to accept this, they need to be made aware of the organisations CSR practices, which is ultimately achieved through marketing and advertising, which subsequently, generates a more positive brand image. This suggests that CSR may in fact be utilised as a marketing strategy to encourage market differentiation and a competitive advantage.

Conclusion and Recommendations

5.1. Ethical Considerations

Ethics refer to having integrity on a personal level, however, they do play a part in the success of the research process. Researchers who follow ethical philosophies will conduct research that is responsible and ultimately, successful. The incorporation of ethical considerations into the research study is deemed necessary as it may impact the stakeholders affected by the research (Louw, 2014).

Some ethical concerns and considerations for the research study consist of:

- Interviewed individuals were required to be over 18 and their identity remained continuously anonymous and their responses were confidential.
- Interviewed individuals had the opportunity to, at any time, withdraw from the study and not consent to their responses being utilised.
- Consent of information and subjective individual knowledge. This related to the interviews that were carried out and the individuals being interviewed allowing their understanding and perception of CSR practices and marketing strategies, and the integration of both, to be applied to the study.

5.2. Limitations

With all research studies, limitations to the research and the effectiveness in which it is conducted exists. Therefore, there are some limitations that will affect the research study. A limitation to the study may be that qualitative research is predominantly seen to be influenced by the researcher's own bias. (Enslin, 2014). Qualitative research allows for the interpretation of individuals subjective experiences. Therefore, the researcher may affect the research through their own interpretation of the data gathered. This may be evident within the analysis of the information gathered from the interviews, as the researcher interpreted the participant's responses and formed their own opinion and discussion. Therefore, the presentation of the findings may in fact be impacted by the researcher's own bias. Additionally, a limitation that may occur, in relation to the interviews conducted, may be that of social desirability bias. This is where the individuals being interviewed feel

pressured to provide responses that are considered to be socially acceptable (Davies, Lee & Ahonkhai, 2012), ultimately providing the researcher with information and responses that they feel the researcher would like to hear. Another limitation that is present within the research study is that of the sample size. The sample size is considered small, only individuals who possess knowledge and an understanding of CSR were interviewed, thus, the sample size was limited in scope. Due to the limited sample size, the findings obtained from the public therefore, cannot be generalised to that of the wider South African population. Nevertheless, the information gathered and utilised from the interviews with these individuals does illustrate the public's opinion and perception of CSR, thus, addressing and answering the research question.

5.3. Addressing the Research Questions, Research Problem and Research Objectives

The research questions focus on, does CSR in fact influence the public's perception of an organisation and the manner in which that impacts marketing strategies. Through the findings the public emphasised that CSR was perceived in a positive manner and that the public would in fact be more likely to support an organisation if they were actively involved in CSR practices. The utilisation of CSR by an organisation does in fact encourage consumer preference and positive recognition. However, there are elements that impact the public's receptiveness towards organisations utilising CSR, these being the price increase that is often associated to products and services that are considered to be more socially conscious, as well as, the recognition that many organisations utilise CSR as a method of brand differentiation. Thus, impacting the way in which organisations incorporate CSR into their marketing strategies. Therefore, the public's perception of specific elements surrounding CSR does in fact impact marketing strategies. Organisations need to consider various factors when utilising CSR as a marketing strategy. They need to ensure that they showcase tangible results, ultimately illustrating the change that they have directed, as well as, a guarantee that their CSR is not simply undertaken to provide the organisation with a more favourable image, but that there is in fact direct change ensued from the organisations CSR practices. The research objectives were addressed through the research findings. Overall, CSR does generate a more positive and favourable perception of an organisation and it does encourage public preference. CSR may also be utilised as a marketing strategy, however, the public emphasised that CSR should not differentiate an organisation. The

public illustrated that CSR should ultimately just be a way of business practice and that it does not provide an organisation with a competitive advantage. Although in the minds public CSR does not necessarily differentiate an organisation, it may do so unconsciously. This is emphasised in the discussion of the findings. Therefore, the research problem is addressed through the detection that CSR does in fact possess a positive perception by the public and that in turn may be utilised as a marketing strategy. Overall, the public perceive CSR as a positive concept and recognise that it provides an organisation with a more favourable brand image, thus, it may be effectively utilised as a marketing strategy. However, the public do possess some indecisiveness as to how CSR may be utilised within marketing, this is evident in the public perceiving CSR as a non-differentiating factor. However, on a general basis the utilisation of CSR as a marketing strategy is one that can be considered effective and prosperous. Therefore, CSR possesses a positive impact on marketing strategies.

5.4. Concluding Observations and Future Recommendations

Overall, CSR can be seen to have an impact on marketing strategies. The public's perception of CSR is one that is positive, thus, utilising CSR within an organisations marketing strategies is believed to provide the organisation with a more positive perception. Organisations increasingly utilise CSR as a method of enriching their brand image and perception as well as their competitive position within the market (Paetzold, 2010). While the public recognises that CSR is in fact an effective marketing tool, the same recognition cannot be achieved in terms of market differentiation. The public emphasised that CSR does not differentiate a brand and ultimately should not be utilised as a method of differentiation, however, the public illustrated that CSR does in fact portray a positive image to that of society, which in turn, improves the organisation's image and reputation, which essentially provides an organisation with some form of differentiation. This significantly suggests that the public are in fact inconclusive to their actual perception of CSR and its connection to marketing. Apart from the public illustrating inconclusive perceptions, they do in fact recognise and acknowledge the necessity for CSR, in terms of organisations addressing the impact that they have on the society surrounding them. Thus, the public perception of CSR is overall positive. The research provided insight into CSR and whether it may be utilised as a marketing strategy and tool, overall, the public emphasised that the incorporation of CSR into an organisations marketing strategy would provide the organisation with a more favourable and socially responsible perception, which the public can be seen to respond

effectively towards, in terms of support. Generally, the public emphasised that organisations who take part in CSR would more likely gain their support. This is in turn, supported by Maignan & Ferrell (2004) who state that consumers are more inclined to support and positively perceive organisation's who possess effective CSR practices (Maignan & Ferrell, 2004). Yet, the public state that there are factors that would impact their support of organisation's products and services linked to CSR, the key factor being the perception that these products and services often possess a price increase. This emphasised that the public recognises the benefit that CSR provides, however, there are determinants that ultimately alter their perception and support of CSR. Another determinant may be the recognition of greenwashing tactics by the public. The public acknowledges that CSR may often be utilised to enhance an organisation's image and subsequently, the organisation may not possess credible intentions. Yet, the public themselves emphasise that CSR provides organisations with a more effective brand image. One respondent stated that CSR is in fact *"a good marketing strategy because it's more likely to promote a positive image of the business"*. These findings further emphasise the public's inconclusive perception of CSR and how CSR should be incorporated into business practice. Organisations utilising CSR as a means of marketing should be attentive as to the manner in which they incorporate CSR into their marketing strategies. This suggests that more insight into stakeholder responsiveness and perception of CSR in relation to marketing is necessary as the public seems to possess uncertain opinions as to what they deem as acceptable and unacceptable CSR tactics. However, the research does provide insight into the public's substantial subjective opinions and perceptions of CSR and its relation to marketing strategies. The research contributes to the field of CSR and marketing in a beneficial manner. The findings illustrate the public's key subjective understandings and perceptions of CSR and the manner in which CSR may be utilised for marketing purposes. Furthermore, the findings provide clear insight into what the public is responsive towards in terms of CSR in relation to marketing. This is significant as it provides future researchers with insight into the public's subjective understanding of CSR. It also provides organisations with an understanding as to how they may alter their CSR tactics within their marketing strategies to achieve optimal results and effective stakeholder responsiveness. This illustrates that the research study can be considered effective as it increases the overall collection of knowledge in relation to CSR, in specific reference to marketing, as well as, it provides organisations with an awareness of their stakeholder's receptiveness and perception of CSR as a whole, as well as, the key determinants that the public possess around CSR. It is recommended that further research

is conducted into the public's perception of CSR in relation to marketing, to achieve a greater understanding of the public's subjective opinions of CSR and how organisations can optimise this connection. To achieve this, a larger population and sample is recommended, that is more diverse, as this would ensure reliability and validity of the research collected. Considering that the research focuses on the public's subjective understanding of CSR, key insight has been achieved into the public's mind-set, which in turn, will further propel researchers understanding of CSR as a whole. Overall, the research recognises that CSR may in fact be incorporated into the marketing strategies of an organisation and that a more positive and favourable perception of the organisation will be held by that of the general public.

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Appendices:

Appendix A: Example of Interview

Description of the Research Paper

The research study focuses on Corporate Social Responsibility (CSR) and the public's perception of it as a whole. The main aim of the study is to determine whether the perception, either positive or negative, of CSR impacts the way in which the public view the brand, and if in fact the utilisation of CSR as a marketing strategy impacts the public preference and attitude towards the brand. The purpose of the following questions are to ascertain your understanding of CSR and your views and perception of it.

Preliminary Questions

1. What is your understanding of CSR?
2. How do you think communities and society benefit from CSR?
3. Why should businesses contribute towards the society/environment in which it conducts its operations?

Questions

1. How do you believe CSR has contributed to the South African social/economic environment?
2. If a business is transparent and actively engages in CSR initiatives (i.e.: promotes their initiatives on their website, social media channels, provides sustainability reports), what would your perception of that business be?
3. Which businesses would you say are renowned for their social consciousness/CSR practices?
4. How did you become aware of your mentioned businesses CSR practices?
5. What channels (i.e.: social media, website, in-store experiences) do you use to interact with those brands?
6. Why do you utilise these particular channels?
7. How do you think businesses should promote their CSR initiatives to ensure maximum exposure?

8. In your opinion, do you feel that businesses are regarded as unique/differentiated within their particular market because of their social consciousness/CSR practices?
9. Why do you think businesses market and advertise their CSR practices?
10. How would a business who actively engages in CSR initiatives impact your support of that business?

Appendix B: Interview Transcripts

Participant 1:

Preliminary Questions

1. I think that it's business's responsibility to give back to society and the environment that they do business in. Business is ultimately responsible to conduct business in an ethical way. I think CSR policies in business gives direction to the business and shows what the business is committed to. It forms part of the image that the business portrays to society in general and I think that it is used for good press sometimes.
2. I think they benefit in various ways. For example, they benefit from educational programs that are sponsored by business like learnerships. I think learnerships will be a big thing now as it will help business with their BBBEE scores. Also I think health and environmental initiatives that business support would also be a form of benefit. They could sponsor health clinics or solar heating projects and that could be a way that they could get involved. Most companies get involved in Mandela day for example as a once off initiative.
3. I think that business has a responsibility to the environment and society in general. The running of the business often comes at a cost to the environment and to society, like pollution, for example. They should contribute to give back. I feel that they can't simply take with no accountability to the environment and the society that they impact.

Questions

1. Well it is in the best interest of business to build the country's economy and a way of doing that is to uplift and empower those that have less and in South Africa a lot of businesses try and do that through their CSR. I think CSR has helped South Africa a lot especially through learnership programmes and study bursaries that businesses often give out. South Africa has a lot of people who are less fortunate, so if a business is responsible and uplifts those people through their CSR then it increases the overall performance of the country.
2. My perception of the business would be that it is one that cares. I do not know if it would drive me to necessarily to support them more? I do know that if a business had

a BAD reputation and did not have CSR initiatives, and say, it was on social media or in the press then it would certainly alter my perception of the business and very likely would drive me not to support them. I would consider them to be almost like a bully business.

3. Gosh, I think the big corporates are probably good, like Woolworths, Nedbank, they come to mind, but I can't say that it is in your face that much, so they probably need some work around that.
4. Woolworths had the whole Pharrell Williams campaign, I remember that and I know that Nedbank support a lot of environmental things. I know they have green buildings and try to contribute to saving the environment.
5. With Woolworths it's mainly in-store and they also e-mail things because of my loyalty card and also the website. Nedbank would also be their website because I have an investment with them so I don't really go into the bank.
6. I like doing things online. I work and I am busy so I appreciate it if things are made easy for me and I can interact at any time of the day or week.
7. They should be a lot more active using social media, writing blogs etc, so that they can promote what they do and how they contribute to CSR. I think CSR is taken for granted nowadays, it is just a given and public does not really react to it, only when there is bad press is there news. If business would more actively promote what they do the public would be more aware. Also if they get public figures involved in initiatives and partner with trending things then that way CSR can be used for good publicity.
8. No not really. I think there are a lot of businesses who are good and a lot who are bad. But it is not really in your face I think, so the information is not readily available and they do not use it to promote their businesses as much as they could.
9. Well it promotes a very positive message. It shows compassion and caring and it is probably good for the general reputation and image. I think the public is more likely

to support a business that is doing positive work rather than one that does not and is seen as a business bully. But like I said before I think they should use it more effectively than they do.

10. I am not sure if it would impact the way that I support the business. What I do know is that if the business was identified as being “bad”, for example if a coffee shop was defaulting and not honouring their responsibility towards CSR, I might think twice about getting my coffee there. I would react to a bad situation happening.

Participant 2:

Preliminary Questions

1. I am not exactly sure, but I would imagine it is something to do with companies fulfilling ethical considerations in the workplace. So I think that could possibly encompass various domains, I think a popular one at the moment is environmental responsibility, making sure that companies adhere to specific environmental concerns because in the past I think that was a really big issue in terms of companies just using and using our resources and like paying no attention to what’s going on in the wider planet, so I think that is one of the issues and I think also I think it would encompass maybe supporting charities and using their position in the world that some of these high profile companies have, for the betterment of society and ya. I also think maybe just ethical treatment of staff and employees, that kind of stuff.
2. Well I think ultimately the company in terms of CSR is doing something for the society, so they identify a need in the society and create tangible change because no matter what the motivation behind that action, there ultimately is action in that community. So even if companies are doing it for their public image and PR, they are still making a change in that community. Like for example, Woolworths donates a lot of money to charities and that ultimately impacts and helps the community that they are working in.
3. Well I think that it obviously gives them a good brand image, so in terms of self-interest it’s a good thing. But I also think there is a moral goal and if you improve the society which surrounds you, you probably will have a more conscientious

customer base, you have a more ethical environment that you are working in and I think that is important, so that's probably why they do it.

Questions

1. Well I think that South Africa doesn't exist as an island and I think that if there is going to be a problem with the environment its going to affect every country in the world including South Africa and its important that each country country plays a significant role and pulls their weight. So I think its important that South Africa does do that and use CSR initiatives and programmes. I also think that South Africa is a developing country and in terms of the social aspect, we have got the highest GINI coefficient in the world, which means inequality is really big and I think that in terms of the social responsibility, it is important to develop people. So if you bring these disadvantaged people into your business you can develop them in that way. And also as a business you need to give back to the community and try and erase some of the inequality. I think that business doing that through philanthropic ways is important. So CSR in that way can contribute to the disadvantaged people in South Africa. I think that BBBEE is probably a good system that has tried to help that. I think that BBBEE should also be used by businesses to help right the wrongs of the past, because Apartheid had a big effect and the legacy of it is still prevalent today and its important that that is acknowledged by South Africa and business. I would say that BBBEE is a form of CSR because like I said it's acknowledging the impact that happened and trying to revert the impact sustainably.
2. Well obviously that reflects positively on them and you know no business is not going to not advertise if their doing these good things. I think it shows that they are being responsible but it should also go beyond that and not just be a thing for the public eyes, it should be an actual mandate or key point that they want to be fulfilling but obviously it's going to reflect well on the business. I would probably be more inclined to use their product if they were showing their social responsibility.
3. Ah I'll have to think.... I know a lot of companies do this, like for however many Rands you spend we donate this and this to a charity and I think that Woolworths does that a lot. That is what I have noticed with them. Also they have that MySchool programme that they do, where they donate a portion on what you spend to underprivileged

schools or a school of your choice. You know, I am not sure about other examples though if I am honest.

4. Well I remember when I was younger, MySchool, which is the initiative that Woolies does, came to my school and promoted that our parents should get this card and should use it and that we would get money back for underprivileged people or for our schools. They sort of framed it in a way that education is so important to South Africa and developing youth is important because they will be the leaders of the future. So I think I become aware of it through that but I think if that's quite a fringe way of being exposed to things but I think generally it is through advertising for most businesses, they will want to make it known that they do these good things and that could be through television, through in-store and ya even like the coming to my school was advertising so I would say generally it's advertising.
5. I am a very passive kind of person when it comes to these things, so I would say I don't actively look out for what they do but you know I think in-store I see it a lot, like they do a lot of advertising in-store if you do go to that shop. Also on TV as well. I wouldn't really follow Woolworths or many other brands or products on social media personally. I do sometimes see on social media, you there is these sponsored posts and you know you can get information through those sponsored posts that pop up on Facebook and I think that would be another viable way.
6. Well, like I said I don't actively seek them out it's more I come across them so you know if I'm watching TV then I see an advert for it then I'll notice it but I'm not actively seeking it out so it's not really a matter of choice its more like you know the company has decided to promote that and it sort of comes into your life through that means and not like through an active choice of channel.
7. Advertising, I think that they should show it as much as possible and I think social media is a very powerful tool for that. So making it very visual, having lots of pictures, maybe even videos about what they're doing can grab a person's attention if they are advertising that. Ya, social media or television but you know it does kind of depend on the company in question and I think also advertising it in-store in terms of pamphlets and in-store promotion is also important.... uh... what else.... I think any

platform that is available to you but social media is a powerful one especially if the initiative is aimed or the business is aimed at the youth and I guess it's very dependant on what kind of business it is but with television, people still watch a lot of it so ya, you could pretty much use anything.

8. No....no.... I think that you know a lot of companies do this and a lot of companies want it to be known that they do do this. I just can't think of another examples at this point of other companies that are known for it. But I don't think that Woolworths is unique. It is a very brand positive thing to be involved in social responsibility as a company... so I think it is a very widespread thing and there is a culture of it developing. I do think that Woolworths though has more of a social conscious, like in terms of grocery shops, Woolies does work a lot on its marketing and stuff and their products are quite about ethical consumption and there is a lot of talk about the planet and that kind of stuff whereas other grocery stores are more functional because Woolworths is you know quite an elite brand and you know its products are expensive in comparison to other grocery stores and I think that part of that elite brand that they do promote is looking to do good for the earth, social justice, that kind of stuff whereas Pick n Pay or Checkers is literally about providing that particular service of getting cheaper, well cheaper relative to Woolworths, food to people. I think Woolworths is definitely differentiated out of supermarket grocery stores just because of that image that it portrays. But I don't think it's differentiated from other companies that promote ethical consumption and like healthy living.
9. Well I think it's the brand image, it's you know creating a positive brand image. Like you don't want to be known as a company that exploits its workers or you know exploits resources, doesn't give anything back, because that you know, businesses rely on customers and customers view of the company and in order to buy your product or come to your service in a competitive market there has to be something positive about what you provide and ya.... so I think that's why they would advertise themselves in a positive manner. It's always like "you want to put your best foot forward". I think the companies who advertise their CSR work hard on their responsible image and you know, in general, people are compassionate and they want to see that what they're buying is not just like about the product but rather about

a wider, sort of, landscape. They want to know that there is some sort of comfort in knowing that the brand is doing its bit for society.

10. I think that people would have a positive image of them, consequently, you could be more inclined to support them and buy their product or service because you would think they're an ethical company, you think that they're actually doing good, you think that the money that you're spending on whatever it is you're buying is actually having a favourable kind of result to the wider world, so there is almost like, as the customer there is an element of self-interest, in buying the product if you think it's a good company for CSR. But personally, I probably wouldn't. As a student I look for the most cost effective option for me but if there were two products that were the same price and one I knew was actively more involved in CSR and the other one wasn't, then I would be more inclined to choose the company that was actively involved in CSR. But from a practical perspective I wouldn't go out of my way but that just reflects my personal position in life at the moment. If I had more disposable income to do that I would most probably choose the company that I know is implementing policies around CSR.

Participant 3:

Preliminary Questions

1. Corporate Social Responsibility is perhaps a misnomer in so far that it tends to emphasize big institutions and their contribution to society. It should encapsulate a strategy by society to uplift those who are most vulnerable.
2. I think that the investment into communities who are most exposed to the impact of imbalances in the society ultimately uplifts and creates a stable platform for overall growth, from an economic perspective in terms of employment and also, more importantly, from a moral societal point of view.
3. Well, business first and foremost thrives in stable societies. Imbalances in society tend to create forces of discontent that concern investors of capital. However, business equally are part of a microcosm and cannot morally divorce themselves from realities that exist beyond classic business definitions. Therefore, business is

part of society and as a consequence both is impacted upon and in turn impact on society.

Questions

1. It has contributed through investments into poor communities, in redressing inequalities, in creating job opportunities. It has been able to make positive impact, albeit small, in addressing the issues surrounding South Africa's social and economic environment.
2. It would be a positive perception.
3. Unilever, Mondi, Bidvest, Steinhoff.
4. Well, through business interactions and sometimes through various media channels.
5. I use business interactions and various media channels, such as, business newspapers and associations and social media.
6. I use them to keep abreast of trends in society and so that they can assist my business to stay in touch with target market.
7. Well, first and foremost it depends on what business one is in. Who are their target market and in turn what demographics is one trying to attract? Once those are defined then the various tools that are available can be utilised to achieve the businesses desired goal. There ultimately isn't a one size fits all answer.
8. Well, large business tend to create greater 'noise' than smaller ones. Smaller business do make significant CSR contributions but perhaps have less publicity consequently I do not think that the aforementioned are unique.
9. Firstly, I think it is make a contribution to society and secondly to attract customers to their business who have equal visions and aspirations.
10. If they communicate their vision in creating a better society then they will have a positive impact, and therefore they will attract my support.

Participant 4:

Preliminary Questions

1. I feel like it's quite a broad concept and it ranges from a human aspect also maybe an environmental aspect, and what responsibility they have as companies to stay true to themselves and also to protect their consumers.
2. I think it sort of levels the playing field in a sense that if everyone plays by fair rules then everyone benefits in a sense that consumers can trust the brand to act in a responsible way and they're more likely to support the brand if they feel that the brand is doing their bit to give back to people. Also by companies giving back to the environment and using things sustainably and I think it has a huge benefit in the sense that people know where they stand with big brands that have a lot to gain. If big corporations are using the right labour force, like using the right people and paying them enough and society benefits from that fairness, then they are more likely to give back to the companies to are giving back to them. So everyone benefits at the end of the day.
3. Because it's using the communities and the society's resources and the environments resources, so it should be held responsible. Businesses at the end of the day should be responsible for what they take, so it should be regulated in some sense and ultimately there should be consequences. At the end of the day businesses shouldn't be able to exploit communities and environments without there being a movement where they have to give back. It really shouldn't just be a free for all.

Questions

1. Well I think big companies, especially in South Africa have exploited people, because we have so much unskilled labour available, also through not paying them enough which reinforces the social inequalities that exist in South Africa. I think that not many South African businesses are as responsible as they should be about CSR, just because I feel like the South African business mindset is still quite like profit-focused, also South Africa doesn't really have a fair society and so there should be a push for CSR but I feel like we don't really have that focus. We have a lot of corruption in our

country so I think a lot of people don't want to speak out and are happy to let things stay the same but that's not right, so if CSR has more reinforced by government then that would have a huge impact of a lot of South African peoples lives.

2. I think I would respect them far more because they are being transparent, they're letting people know what's going on behind closed doors, they're showing people that their making an effort at least, but then again its very easy for companies to tell everyone what they would like to be doing in terms of CSR but actually you don't even know if those targets are being met, if those goals are actually being put into action. So yes I think it is really good to see and I think a lot more businesses should be transparent and have a holistic plan going forward, but you have to be careful because it's not always what you see is what you get from the business.
3. Oh.... I would say.... Woolworths, in the sense that I think they try to be more responsible in terms of like giving local businesses a chance, especially in their organic products. I also know you can see where all their food is being traced from, on their packaging there is a lot of information about like which farms the food is coming from, and on their clothes you can see "made in" wherever. I also think Old Mutual is a big one, I know that they are one of the biggest employers in the country and they do strive to be fair. I get a lot of emails from them and they're always showing what social outreach initiatives they're investing in. What about Cell-c? I know that they give back, but I suppose there is a difference between charity and what CSR is.
4. Woolworths because you can see on their packaging. I have also been onto their website a few times where you can do online shopping and there is always pop-ups that come up on the side. Old Mutual because my dad actually works there so I have heard about their CSR from him and also just generally because they are one of the biggest employers, they have a lot to answer for in terms of social responsibility, so through that and through the many emails I get from them.
5. I go into the Woolworths store quite a lot and with Old Mutual it's basically just through word-of-mouth, so mainly verbal communication.

6. Woolworths is definitely, just because it's convenient to go in-store. I go to the shops to buy the product, because I trust the product and they are a reliable brand, very well known and easy to access. And online they do send you emails all the time because of their loyalty card system. With Old Mutual is sort of don't really have a choice, I'm just exposed to it through my dad. I am definitely not actively going out to find out.
7. Well depending on the type of business, if it's a product based business, I really feel that on the packaging and back of the labelling they should have quite clearly, maybe like a few points or maybe even like a "did you know this is what we are doing about xyz initiatives". Also all big brands should have websites, everything is online these days and a lot of people use online channels, so maybe having like a tab that people can click on to read further about their CSR. I actually think it should be advertised, in the sense that it would promote trust in the brand, people are more likely to invest and buy things and to use products from businesses that they feel are responsible in giving back. So it actually would be a good marketing strategy for the business to use. Brands should ultimately use CSR to their advantage.
8. Well I think because not all businesses are transparent about these kind of things, definitely do stand out but I don't think it should be something that makes businesses unique and different. Businesses should just do it, it should just be part of practice, like run of the mill, it shouldn't be something that makes them stand out.
9. Well it is a good marketing strategy I think, because it's more likely to promote a positive image of the business, of the company, depending on what they specialise in, but I think it's a valuable selling point.
10. Well I would be far more likely to support a brand or business that is transparent and open about their CSR practices that are actually visible, you can see the differences that they're making socially, economically, to the environment. So if its coming about and you can actually see it in practice and its working and it's visibly more conscious about things, then I would definitely go with that business..... but then again if those brands are far more expensive, I feel that people would rather go the cheaper route, even though they know that the brands that are more transparent about their CSR

would probably be a more considerate option, but if they were the same price I would choose the one that was more CSR orientated.

Participant 5:

Preliminary Questions

1. Well I think that is what businesses tend to do to better the society around them, so it is the contributions that they make within the areas that they operate.
2. Well I think it depends of the kind of activities that they do, so if they open up schools that obviously benefits education for the community, if they have recruitment strategies then that benefits people because they get jobs. So I think it just depends on the activity that is undertaken by business.
3. Personally, I believe that businesses should perform CSR because they are in a position to do that (CSR) because they have the funds and resources to help those that would have not necessarily gotten the help that they would have needed from somewhere else. So they need to address the impacted stakeholders in terms of assisting them, mainly because it's the right thing to do because they (businesses) have so much power.

Questions

1. I think that there have been a few movements in South Africa, like the MySchool movement by Woolworths which donates monetary funds to a specific school of choice based on the donor. It's not always necessarily to the right schools but it does help in that regard. Clover also does that Mama Africa initiative which empowers women, that has actually branched out into quite a big thing, they have their own website. I think though, a lot of these movements come from the social injustices from previous disadvantages that South Africa experienced, for example, there is a lot of poverty within South Africa that is often in predominately black areas, so I think a lot of these initiatives are designed to assist those people and they target those people, but CSR as a whole does assist the community at large but I think it is still targeted towards that demographic.

2. Well if they were completely open and honest and say like “this is what we’ve done” and “this is the result we’ve gotten” then that’s great, but if you are going to be saying that “we do this” but there’s no kind of tangible result of what it is they’ve done then I wouldn’t see the value in that because I think I want to see what the business has done and if it has had any value in society. But if I could see the value then I would have a positive perception because then I would know that their resources and their efforts are not just for publicity but it is to do something for the betterment of the community that the business operates within.
3. Gosh... the first ones that pop to mind are Woolworths, because of their MySchool programme, Pick n Pay, because of their sustainable fishing and also Clover with their Mama Africa initiative, but after that I don’t really think of organisations that do things, but rather charities like the SPCA.
4. Just through everyday dealings. You walk into Pick n Pay and you can see all of the logos that say “this is the fish that we source” and that sort of thing. Woolworths... I have a MySchool card... and that initiative is almost displayed at every till and on their website, also on their emails. But they also came to my school and sort of said this is the initiative, tell your parents to get this card and then you can donate money to your school. I know with Clover they advertise the Mama Africa initiative on a few of their bottles and it indicates that that is the initiative and that you can go to their website for more information.
5. I use their websites. I know on Woolworths’ website you can go to the MySchool tab and update your profile, change the donor schools. I would say though for everything I mainly access stuff online.
6. Well if I want to do anything with my MySchool account I have to go onto the Woolworths website, you can’t access MySchool on the app. I just prefer doing stuff online, and if I want to know anything about any businesses initiatives I would look online.
7. I think it depends, like if its Pick N Pay or Woolworths then I would like to see it as I walk into the store and it says like “we are a part of this and we are doing this teaching

initiative” and then it could hold a space in my mind. Another thing could possible be in the newspaper, I know a lot of people read it but I read a newspaper sometimes and also maybe through social media, like a little advert here and there, those things don’t cost a lot, like Facebook would be good because to advertise on there, it’s not a lot of money but you can get quite a big reach because it shows up on everyone’s page. We are very digital these days so if we see it on our phones we almost always sub-consciously remember it.

8. Maybe.... I think the thing is most of these companies already stand out on their own as most of them are like top companies and I’m not sure if there is a correlation between them having those CSR measures in place and their position in like being a top 100 brand, because you think, Woolworths has MySchool, you think Pick n Pay, sustainable fishing. So it is almost an instant type thing so I’m not sure it has to do with what they’ve done with those initiatives or the fact that it’s just Woolworths. I think maybe that would be seen more in a smaller company, so they would be unique in their market because they are more socially responsible vs a Woolworths. I think the bigger a business is the more the CSR component just becomes part of their brand and who they are and part of what they do.
9. Well I think so that the public is aware. Big companies tend to be in the public eye a lot and they can see “okay you’ve made this much revenue but now what other things have you done for society”, so it’s just that giving back thing. I think the bigger the company, the more people think that you need to have an impact in the space that you occupy, so I do think it’s just more expected for the bigger companies to do bigger things, so that’s probably why they advertise it, but also from a sense of wanting too. I think they would also advertise it to show that’s why they are the leaders as well, like “look we do all of these things and we are this brand and we are socially responsible, so this is why you need to look at us, because we are a good company, all well rounded and making the profit and also making a difference”.
10. Well I think if I am aware of the initiatives that they are doing and if they are within the community, especially the direct community that I would operate in, then I think it would have a more positive effect. I would be more inclined to support them if they addressed the things around me, so for example if MySchool was donating to the

homeless people that I have seen in the area, they (Woolworths) have opened up a shelter within that specific area that I'm in, I think I'd be more inclined to be more effective with them vs hearing that they have opened a shelter in this and this place, that distance would kind of impact. But if it was closer to home then I would feel more connected to the cause and react more, not that I wouldn't care, but I'd definitely react more if it was closer to home. I wouldn't really support something that I didn't directly relate to, so if it didn't have to do with dogs, animals, children, education, I wouldn't really be active. That's stuff I care about, so that's stuff that I would look for, again if they weren't focusing on that I wouldn't be as affected.

Appendix C: Example of Consent Forms

You have been invited to partake in a research study that focuses on Corporate Social Responsibility (CSR), in relation to marketing strategies. The purpose of the research study is to determine whether the public possesses a positive or negative perception of CSR and whether that impacts the way in which the public perceive an organisation. The study also aims to determine if this perception generates public preference and responsiveness.

The information provided within the consent form is to assist you in deciding whether or not you would wish to partake within the research study. If you choose to participate, you will be required to answer open-ended questions in the form of an in-depth semi-structured interview. The questions asked will be directly related to CSR, your perception of CSR and elements of marketing, such as, market differentiation, brand preference and advertising. Preliminary questions will be asked to you first to determine your understanding of CSR. If your responses suggest that you possess an understanding of CSR, secondary questions will be asked. Thus, if your responses from the preliminary questions do not align to the definition of CSR, then you will not be asked secondary questions. Your responses will assist the researcher in developing insights into the subjective understanding of CSR by the public.

Your participation and involvement in research study is merely voluntary and if you wish to not partake in the study, you have the right to decline. Therefore, if you agree to participate in the study, you may also withdraw at any time without any rationalisation for your decision. All the information collected within the study will held securely and only utilised by the researcher for research purposes. Your responses may be discussed in the presentation of the research findings in the form of quotations, however, you will continuously remain anonymous. You may contact the researcher for any further questions.

Email: claudia.frigerio12@gmail.com

Contact Number: 079 896 2624

I have read the information in the consent form and fully understand the implications and requirements for participating in this study. I thus, volunteer to partake in this study.

Signature:

Date:

Appendix D: Ethical Clearance Consent Form



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22 June 2017

Student name: Claudia Frigerio

Student number: 13013528

Campus: Varsity College: Cape Town

Re: Approval of BComm Honours Proposal and Ethics Clearance

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.



Your research proposal posed no significant ethical concerns and we hereby provide you with ethical clearance to proceed with your data collection.



There may be some aspects that you still need to address in your proposal. If this is the case, feedback will be provided to you in writing. You will need to address these aspects in consultation with your supervisor.



In the event of you deciding to change your research topic or methodology in any way, kindly consult your supervisor to ensure that all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued in such instances.



We wish you all the best with your research!



Yours sincerely,




Karel Marais
Program Manager: Management


Betsy Stotlz
Campus Postgraduate Coordinator



Directors: RJ Douglas (UK), JDR Oesch (non-executive), A Isaakidis (non-executive) **Company Secretary:** C Koopman

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Appendix E: Originality Report



RESM8419_2017_HBC1_VCCT1 - RESM8419_VCCT1

RESM8419 Assignment 4

Claudia Frigerio
on Mon, Oct 16 2017, 10:05 PM
10% highest match
Submission ID: b15ffcf-d-2969-4b6f-b435-54211128f9a0

Attachments (1)

POE.docx 10%
Word Count: 23,207 Attachment ID: 182680173

POE.docx

The Public's Perception of Corporate Social Responsibility (CSR) and Its Impact on Marketing Strategies

Name: Claudia Frigerio (13013528) Module Code: RESM8419 Course: HBCM412 - Bachelor of Commerce Honours in Management Supervisor:
Lynette Thompson Date: 18 October 2017

Declaration

1 I, CLAUDIA FRIGERIO, HEREBY DECLARE THAT THE RESEARCH REPORT SUBMITTED FOR THE BCOM HONOURS IN MANAGEMENT DEGREE TO THE INDEPENDENT INSTITUTE OF EDUCATION IS MY OWN WORK AND HAS NOT PREVIOUSLY