# Master thesis

## Does CSR play a role for Chinese students?

**The impact of CSR motives and commitments on customers'**
**attitudes and behavioral intentions**

**by**
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**UNIVERSITY OF TWENTE.**

*Enschede, August, 2013*

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## Does CSR play a role for Chinese students?

### The impact of CSR motives and commitments on customers' attitudes and behavioral intentions

**Faculty:**              Behavioral Sciences

**Master program:**       Communication Studies
                          (Track: Corporate Communication)

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**University of Twente**  Enschede, 13th August 2013

**Abstract** This study investigates the effects of CSR motives and commitments on young Chinese customers' attitudes towards the CSR message, attitudes towards the company behind the message, as well as their intended behaviors. A combination of quantitative and qualitative methods was used. An initial experimental research showed that the customers' attitudes and behavioral intentions would not be significantly differently influenced by the CSR motives and commitments. Then in-depth interviews were conducted to find out the reason behind it. These interviews revealed that CSR is rarely of prime importance in consumer evaluation and decision-making. The evaluation process follows a complex hierarchical structure with three levels: core, central, and peripheral. CSR is placed in the peripheral level. Product quality and corporate culture are situated in the core level and price at the central level. The core level and central level hinder consumers incorporating CSR into their evaluation and decision-making process. These insights shed light on the role of CSR in Chinese marketing field, serve as a basis for discussing the theoretical and managerial implications of this study and give directions for future research.

# Preface

I chose CSR as my thesis topic not only because it was emphasized during the lectures at the University of Twente, but also from my personal interest. Articles on CSR suggest that it has a positive influence on customers' evaluation and decision-making in western countries. However, when I mentioned CSR campaign with my Chinese friends, most of them hold neutral or negative attitudes towards it. This contradiction attracts my attention and offers me interest to probe into what the real role of CSR in Chinese context.

I have been working on this master thesis for six months, and have been through a hard time to come to this point. I would love to thank all the people who helped me go through the last six months. First of all, I wish to thank my supervisors Mr. Beldad and Ms. Hegner. Their professional guidance and comments have helped me complete this research project. I deeply appreciate all their hard work! I also want to thank Mr. Tempelman for help with the qualtrics online survey tool and assistance with data collection. Moreover, my research is based on the knowledge gained during this academic year, for which I am grateful to the teachers of communication studies program. Finally, I feel grateful to my family members and friends for their encouragement and support that have helped me complete this project.

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# 1.Introduction

In recent years, there has been a growing interest in investigating the link between corporate social responsibility (CSR) and marketing. Chahal and Sharma (2006) suggested that CSR is an effective marketing tool. Bhattacharya, Smith, and Vogel (2004) emphasized that managers should apply CSR to marketing strategies, because CSR will engender customers' favorable responses towards the company (Brown & Dacin, 1997; Simon, 1995). Favorable customers' attitudes generate a positive brand image (Fombrun, 1996) and corporate image (Smith & Stodghill, 1994), enhance product evaluation (Brown and Dacin, 1997), promote customer loyalty (Reichheld, 1996; Reichheld & Sasser, 1990) and consumer identification with the company (Sen & Bhattacharya, 2001). Positive customers' responses can also increase the purchase intention ((Becker-Olsen, Cudmore & Hill, 2006; Berens, van Riel & van Bruggen, 2005; Brown and Dacin, 1997; Sen & Bhattacharya, 2001 ) together with recommendation intention (Vlachos, Tsamakos, Vrechopoulos & Avramidis, 2009).

The positive effects of CSR on customers' responses, have led many companies to engage in social responsible activities to exploit CSR initiatives. However, customers' perception of CSR engagement is not controllable and predictable, therefore, the influence of CSR on a company may not always be beneficial. As Smith and Stodghill (1994) and Deng (2012) stated, 58% of respondents believe companies are engaged in ethical activities as a marketing strategy for their own interests and commercial purposes rather than pure philanthropy. Such hypocritical corporate behaviors will cause many consumers to hold negative perceptions of the companies, leading to negative consumer behaviors such as boycotting their products (Luo, 2004; Sen & Bhattacharya, 2001; Zhou, Luo & Xiao, 2007). This is known as the CSR communication paradox.

Many previous studies have investigated the effect of CSR on customers' evaluation and behavioral intentions and sought a solution to the CSR communication dilemma. Most of the studies referenced above were conducted in North America and Western Europe. Research into CSR in China is required for several reasons. First, China has become the world's largest market and its integration into the global economy has caught worldwide attention. Second, CSR in China is emerging as a key strategy of new global management (Matten & Moon, 2008). However, the CSR environment in China is distinctive due to its special roles of the government and regulation. It is, therefore, necessary to investigate the effect of CSR on customers' attitudes and behavioral intentions in a Chinese context. Understanding

consumers' responses to CSR initiatives will provide managers with strategic guidance in implementing CSR programs and help to solve the CSR communication paradox in China.

The CSR communication paradox stems from consumers' perception of CSR motivation, rather than simply the act itself (Liu, Ji & Lan, 2010). CSR motives and commitments greatly influence consumers' perception of CSR motivation, therefore, the effects of CSR motives and commitments on Chinese consumers' responses to corporate social initiatives will be investigated in this research.

This article is structured as follows. First, relevant literature is reviewed for the concept of CSR motives and CSR commitments and the customers' responses, namely attitude towards the message, attitudes towards the company, and behavioral intentions. Next, the methodology, a combination of experiment and in-depth interview adopted for the research is explained. Afterwards, the empirical results are presented. Finally, the findings are discussed and the theoretical and managerial implications, as well as new directions for future studies are offered in the last section.

# 2. Theoretical framework and hypothesis construction

## 2.1 Conceptual definitions of CSR

Many researchers gave their definitions of CSR. Davis and Blomstrom (1975) defined Corporate Social Responsibility (CSR) as an action to ''protect and improve both the welfare of the society as a whole and the interest of organizations'' (p. 6). Kotler and Lee (2005) defined it as a dedication to improve social well-being by involving in business initiatives and donating company resources.

## 2.2 CSR motives and commitments

Du, Bhattacharya and Sen (2010) put forward a framework of customers' perception of corporate social responsibility, identifying two factors: CSR message content including importance of social issue, CSR commitment, CSR impact, CSR motives and CSR fit; and CSR communication, including message channel, broadcasting degree. CSR motives and CSR commitments have a direct and crucial effect on customers' perception of the motivation behind the CSR campaign. As L'Etang (1994) argued, CSR commitment is one main factor

determining whether the company is taking advantage of the campaign. Similarly, Webb and Mohr (1998) indicated that the length of the time committed to a campaign is used as a clue for evaluating a company's motives. The perception of CSR motivation will greatly influence customers' attitudes and behavioral intentions, therefore, CSR motives and commitments rather than other CSR features (e.g. CSR fitness, CSR target, CSR media channel) are selected to investigate their influence on customers' responses.

### 2.2.1 CSR motives

Although many companies actively participate in social responsible initiatives, they have different motivations. One motivation is public-serving, or called public-centered motive/ values-driven motive (Ellen, Web & Mohr, 2006; Vlachos, Tsamakos, Vrechopoulos & Avramidis, 2009), or also called socially-motivated motive (Becker-Olsen, Cudmore & Hill, 2006). This kind of motive corresponds to institutionalized CSR programs stated by Pirsch, Gupta and Grau (2007), which is comprehensive and intended to accomplish a company's social responsibilities across all the stakeholder groups. Companies aim to help citizens, support community development and social sustainability with the conviction that they are obliged to act in a socially responsible manner without being driven by the monetary benefits.

Another kind of CSR motive is self-serving, or called self-centered motive/ egoistic-driven motive (Ellen, Web & Mohr, 2006; Vlachos, Tsamakos, Vrechopoulos & Avramidis, 2009), or also called profit-motivated motive (Becker-Olsen, Cudmore & Hill, 2006). This kind of motive corresponds to the promotional CSR programs (Pirsch, Gupta & Grau, 2007), which focuses more on consumer stakeholder group in order to promote sales or boost product brand. The companies' CSR effort is based primarily upon monetary benefits instead of moral conviction. The CSR campaign is tightly linked to profits with the purpose of exploiting the cause to encourage consumers to buy more products. The profits earned far exceed the contributions donated by the companies.

However, Deng (2012) found out that the motives of CSR cannot be simply identified as either self-serving or public-serving. In fact, CSR campaigns of most companies are based on a "hybrid motive", a balance of public-serving attribution and self-serving attribution, similar to the win-win strategy/ strategic-driven motive (Ellen, Web & Mohr, 2006; Vlachos, Tsamakos, Vrechopoulos & Avramidis, 2009). Companies distribute energy and resources equally to bolster business aims (e.g. building a positive corporate image, enhance market share) and contribute to the society. In fact, companies should participate in social

responsibility activities as a ''strategic charity''. They should blend their commercial strategy with ethical initiatives in order to find a balancing point where both business interests and social benefits are equally achieved.

As Becker-Olsen, Cudmore and Hill (2006) proved, self-serving motive will result in less favorable perceptions, more negative attitudes and intended behaviors toward the firm than public-serving motive. Yet, some researchers found that self-serving motive can also give rise to positive consumer responses if the company states the true motives for the CSR campaigns (Barone, Miyazaki & Taylor, 2000; Forehand & Grier, 2003). There has only been limited research into the hybrid motive so it is necessary to test to what extent the three CSR motives differ in their effects on the customers' attitudes and intended behaviors.

## 2.2.2 CSR commitments

Dwyer, Schurr and Oh (1987) defined commitment as "an implicit or explicit pledge of relational continuity between exchange partners" (p. 19). CSR commitments can be divided into two time orientations, one is long-term which lasts three years or more, the other is short-term which lasts for less than a year (Drumwright, 1996). Webb and Mohr (1998) stated that durability, one of the important factors of commitment, can be treated as a hint to evaluate a company's motivations. People are more likely to perceive long-term commitment as being sincere, while judging short-term behaviors more as pursuing profit and interest. Customers' perception of CSR campaigns is more positive when the company extends them over multiple years (Drumwright, 1996).

It seems reasonable to bond public-serving motive with long-term commitment and link self-serving motive with short-term commitment. As Pirsch, Gupta and Grau, (2007) and Drumwright (1996) indicated, Institutional programs (mixed-noneconomic/ noneconomic campaigns) are designed to build long-term customer relationships, while promotional programs (economic campaigns) are designed to generate short-term effects such as promoting immediate purchase intention.

However, a public-serving motive campaign does not necessarily last for a long term and a self-serving motive campaign is not necessarily short-term. It is interesting to study how the different combinations of the three CSR motives and two CSR commitments influence customers' responses.

## 2.3 The effect of CSR motives and commitments on consumers' attitudes and behavioral intentions

### 2.3.1 The effect of CSR motives and commitments on attitudes towards CSR message

Companies hope that customers will perceive the CSR message as being sincere and thus evaluate it positively. If customers do not perceive the message as truthful, skepticism will be generated. Skepticism is one of the main negative customer attitudes towards the CSR message.

Skepticism is defined as an inclination towards distrust (Obermiller & Spangenberg, 1998), or the overall tendency to doubt (Boush, Kim, Kahle & Batra, 1993). Boush, Friestad and Rose (1994) pointed out that consumers' skepticism towards messages comes from their doubts about the motives of the company. Customers question whether social initiatives are intended to be a genuine contribution to society or merely aimed at promoting sales (Ross, Stutts & Patterson, 1990– 1991; Varadarajan & Menon, 1988). It is important that a company prevents customers' skepticism towards the CSR message because of the resulting negative responses, like resistance and questioning of the messages (Deng, 2012).

Several studies investigated the connection between CSR motives and skepticism. Skarmeas and Leonidou (2013) revealed that self-serving motive is positively related to consumers' skepticism toward CSR message, while public-serving motive inhibits skepticism, and the hybrid motive neither strengthens nor assuages skepticism.

Many researchers have identified the link between CSR commitments and skepticism. As Pirsch, Gupta and Grau (2007) indicated, a long-term oriented program is better at reducing consumers' skepticism towards the CSR messages than promotional short-term program. Similarly, a durable CSR campaign will generate less consumers' skepticism than a promotional and temporal one (Deng, 2012; Pirsch, Gupta & Grau, 2007). As Varadarajan and Menon (1988) explained, customers need more time to learn about and become familiar with the connection between a company and their CSR activities. Long-term engagement provides enough time for customers to learn about a company's CSR and supervise the whole process. Customers can see if the CSR activities are actually performed so the long-term activities appear more credible than short-term CSR campaigns. Based on the above statements, hypothesis was made as follows:

**H1a**: (1) Public-serving motive results in lower skepticism towards a company's CSR message than self-serving motive. (2) Hybrid motive has no impact on skepticism towards a company's CSR message.

**H1b**: Long-term CSR commitment will result in lower skepticism towards a company's CSR message compared to short-term CSR commitment.

### 2.3.2 The effect of CSR motives and commitments on attitudes towards the company

Customers' attitudes towards the company refer to their company evaluation, which means people's favorable or negative judgment of the company (Marín & Ruiz, 2007). CSR initiatives are one factor consumers use to evaluate companies. Consumers' perception of CSR has a direct effect on company evaluation (Brown and Dacin, 1997; Ricks, 2005 ). CSR campaigns cause consumers to closely identify with the company, leading to more positive company evaluations (Sen & Bhattacharya, 2001). This view is also supported by Tian,Wang and Yang (2011), who suggested that a higher level of consumers' perceived CSR engenders a higher evaluation of the company. In the following, the effect of CSR motives and commitments on customers' trust in the company and liking for the company will be explained, both of which are two important customers' attitudes towards the company.

**Trust in the company**

Mayer, Davis and Schoorman (1995) defined trust as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party"(p.712).  Similarly, trust is viewed as "a psychological state comprising the intention to accept vulnerability based upon the positive expectations of the intentions or behavior of another" (Rousseau, Sitkin, Burt & Camerer, 1998, p. 395). Rather than focusing on trust in individuals, this study will analyze customers' trust in the company, which is defined as "customer confidence in the quality and reliability of the services offered by the organization" (Garbarino & Jonhson, 1999; p.73). Customers believe that they can rely on the company so that their long-term interest and need can be satisfied (Crosby, Evans & Cowles, 1990). The three factors influencing their trust of a company are integrity, benevolence, and ability (Mayer, Davis & Schoorman, 1995).

Since the companies' behaviors cannot be completely controlled or predicted, consumers may not always have positive expectations about companies' motives (Boon & Holmes, 1991), or have confidence in taking risk (Lewis & Weigert, 1985). Companies are also under pressure as consumers become harder to predict and not as loyal as before (Donath, 1994). Trust is needed and necessary to build a long-term relationship with customers (Ganesan, 1994; Gefen, 2000). To win back loyalty and acquire market share, companies should establish good relationships with customers and gain their trust (Bennet, 1996). Trust is seen as a crucial component for successful relationships (Berry, 1995; Dwyer, Schurr & Oh, 1987).

CSR is useful for enhancing the trustworthiness of the company (Aaker, 1996). Trust is an important mediator of measuring and explaining the CSR effectiveness (Pivato, Misani & Tencati, 2008), and an important process regulating the effect of CSR motives attributions on customers' patronage and recommendation intentions (Vlachos, Tsamakos, Vrechopoulos & Avramidis, 2009).

Public-serving CSR motive and hybrid CSR motive positively influence consumers' trust, while self-serving CSR motive decreases trust (Ellen, Web & Mohr, 2006). Society-oriented companies have a competitive advantage in business areas where trust is essential to influence consumer choice (e.g. organic food industry; Pivato, Misani & Tencati, 2008).

Companies with a long-term CSR commitment are perceived as more trustworthy and sincere (Pirsch, Gupta & Grau, 2007). People are more inclined to trust companies with long-term CSR commitment than those with short-term CSR commitment. Based on these results, it is hypothesized that:

**H2a**: Public-serving motive and hybrid motive have a positive effect on trust in a company, while self-serving motive negatively affects trust in a company.

**H2b**: Long-term CSR commitment will result in greater trust in a company compared to short-term CSR commitment.

**Liking for the company**

Customers' liking for a company denotes a certain fondness towards the company because they perceive the company as pleasant and agreeable. Bennet (1996) demonstrated that to initiate a relationship, one party must be liked by the other. To establish a relationship with a company, the consumers must first like it. The customers' affective perception of a company

(likeability) has greater effects on the customer loyalty than their cognitive perception of the company (ability) (Zhang, 2009).

CSR can arouse positive feelings and promote favorable perceptions by arousing customer liking (Williams, 2008). Although CSR associations may have little effect on product attribute perceptions, they may be useful in enhancing the liking for the company and affecting customers' perception and evaluation of the company (Aaker, 1996; Zhang, 2009).

Some researchers investigated the relation between CSR motives/ commitments and customers' liking for a company. Becker-Olsen, Cudmore and Hill (2006) found that profit-motivated CSR campaigns result in less favorable perceptions toward the firm than socially-motivated CSR campaigns. Since trust positively affects liking a company (Lau & Lee, 1999) and hybrid motive has positive effect on trust in a company as stated before, this research, therefore, assumes hybrid motive also has positive effect on liking a company. A long-term commitment improves customers' evaluation of the company compared to promotional short-term commitment (Pirsch, Gupta & Grau, 2007). Hence:

**H3a:** Public-serving motive and hybrid motive have a positive effect on liking a company, self-serving motive negatively affects liking a company.

**H3b:** Long-term CSR commitment will result in greater liking for a company compared to short-term CSR commitment.

### 2.3.3 The effect of CSR motives and commitments on behavioral intentions

Fullerton (2005) identified two intended behaviors, purchase intention and brand advocacy, that are advantageous in reinforcing customer-organization relationships, and enhancing monetary benefits for companies. Ellen, Web and Mohr (2006) demonstrated the impact of CSR motives on purchase intention and recommendation intention. It is, therefore, necessary to discuss how CSR motives and commitments influence purchase intention and recommendation intention.

**Purchase Intention**

Consumers' perception of CSR has a direct effect on purchase intention (Becker-Olsen, Cudmore & Hill, 2006; Berens, van Riel & van Bruggen, 2005; Carrigan & Attalla, 2001).

More favorable perception of CSR generates higher purchase intention (Tian, Wang & Yang, 2011). Consumers are more willing to buy products from companies which are engaged in social initiatives (Ross, Paterson & Stutts, 1992). When buying, consumers consider ethical and unethical activities conducted by companies. They reward ethical actions by a willingness to pay higher prices for that firm's product, and punish unethical behaviors by refusing to purchase from that company (Creyer & Ross, 1997; Joyner & Payne, 2002; Vitell, 2003; Vitell & Muncy, 1992).

Researchers have explored the connection between CSR motives and commitments and purchase intention. Ellen, Web and Mohr (2006) found that public-serving motive has no effect on purchase intention. Self-serving motive will reduce the likelihood of purchase intention compared to public-serving motive (Becker-Olsen, Cudmore & Hill, 2006). Hybrid motive negatively influences purchase intention. Pirsch, Gupta and Grau (2007) indicated that long-term commitment will lead to greater purchase intention than do promotional short-term commitment. According to the above findings, it is hypothesized that:

**H4a:** (1) Self-serving motive and hybrid motive negatively influence purchase intention; (2) Public-serving motive has no impacts on purchase intention.

**H4b:** Long-term CSR commitment will result in greater purchase intention compared to short-term CSR commitment.

**Recommendation intention**

Recommendation intention is similar to word-of-mouth (WOM), customers' informal, interpersonal communication about their individual thoughts, ideas, or remarks about a company (De Matos & Rossi, 2008). WOM is a process in which consumers share their experiences with products and service with other consumers (Westbrook, 1987).

Consumers exchange positive or negative experiences, feelings, and emotions with others to share information and make the right decision (Herr, Kardes, & Kim, 1991). Consumers who had no prior experience or do not understand the properties of the products usually depend on WOM to acquire information (Bansal & Voyer, 2000). WOM is an important marketing strategy that influences customers' responses (Harrison-Walker, 2001).

The effects of CSR motives and commitments on recommendation intention have been tested by previous scholars. Ellen, Web and Mohr (2006) demonstrated that public-serving

motive has a strong positive effect on recommendation intention. Self-serving motive will affect recommendation intention slightly negatively. Hybrid motive has no effect on recommendation intention. Pirsch, Gupta and Grau (2007) indicated that people are more willing to recommend companies with long-term CSR commitment than ones with short-term CSR commitment. Long-term CSR commitment will engender less consumer skepticism than short-term CSR commitment towards CSR messages. As Skarmeas and Leonidou (2013) showed, consumers' skepticism towards the CSR efforts is negatively related to WOM. If customers are skeptical about CSR motives, they do not speak positively about the company to other people.

**H5a**: (1) Public-serving motive results in a higher recommendation intention compared to self-serving motive; (2) Hybrid motive has no impact on recommendation intention.

**H5b:** Long-term CSR commitment will result in a greater recommendation intention compared to short-term CSR commitment.

The proposed effects of CSR motives and commitments on consumer attitudes towards CSR message, attitudes towards the company and behavioral intentions are shown in Figure1and Figure 2.

**Figure 1. Theoretical Model. The hypothesized effects of CSR motives on customers' attitudes and behavioral intentions（H1a-H5a）**
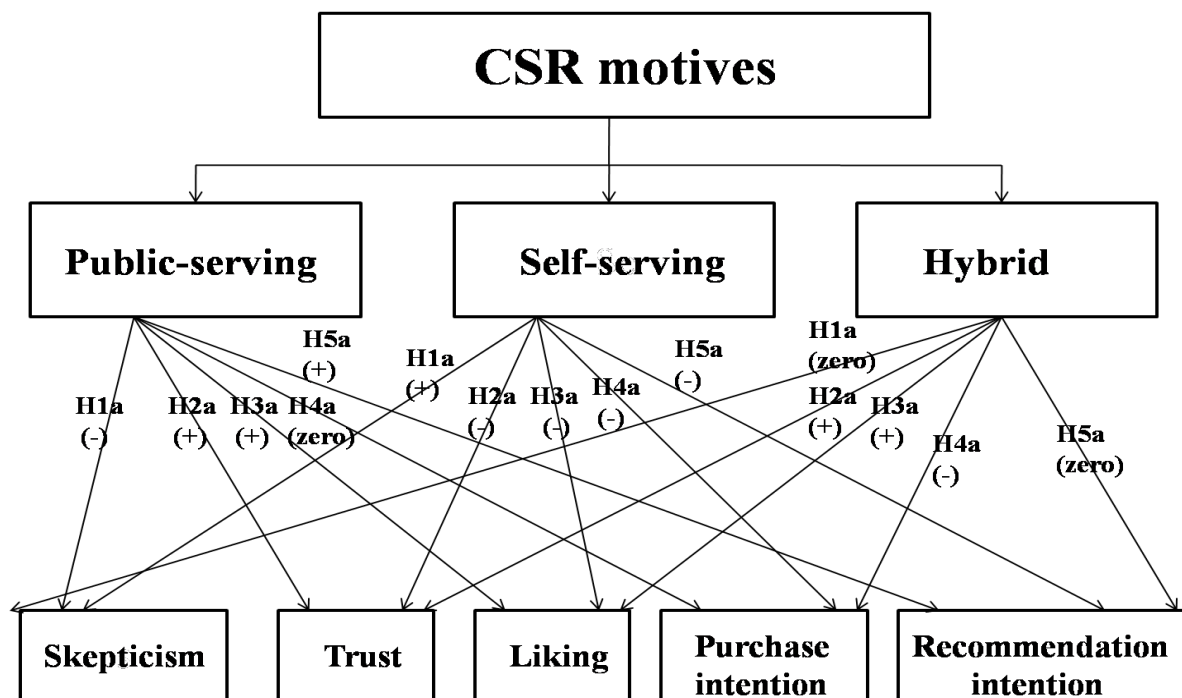
**Figure 2. Theoretical Model. The hypothesized effects of CSR commitments on customers' attitudes and behavioral intentions（H1b-H5b）**
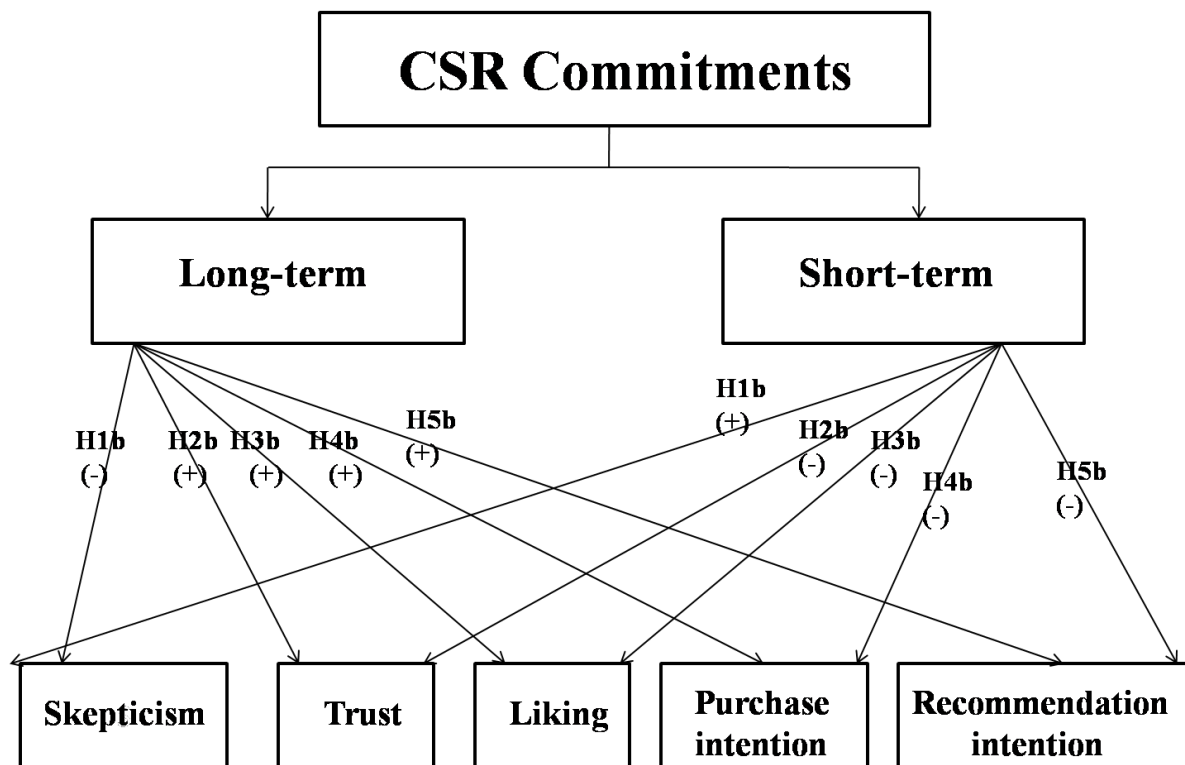


**RQ1:** To what extent do the three CSR motives (public-serving, self-serving, hybrid) differ in affecting customers' attitudes and behavioral intentions?

**RQ2:** To what extent do the two CSR commitments (long-term & short-term) differ in affecting customers' attitudes and behavioral intentions?

## 3.Methodology

This research was made up of two parts: first, an experimental research was conducted to obtain a general conclusion. This included a pre-test to check the manipulation of the experiment. Secondly, an in-depth interview was performed to elaborate and explore the results of the experimental research.

## 3.1 Experimental research

### 3.1.1 Experimental manipulations

To determine if CSR motives and commitments affect consumers' attitudes and behaviors, fictitious CSR messages were created to yield a 3 (CSR motives: public-serving vs. self-serving vs. hybrid) x 2 (CSR commitments: long-term vs. short-term) cross-sectional experiment. In total 6 manipulated experiments were made. This study design has been applied by previous scholars in this field (e.g. Mohr & Webb, 2005; Sen & Bhattacharya, 2001). The advantage of this methodology is accuracy and objectiveness. It avoids pre-established information towards the brands biasing evaluation of CSR message. The manipulated experiment in this study built the environment only indicating the information related to CSR without other influencing variables (e.g. price, quality, brand influence).

**Company manipulation**

To ensure the objectivity of the survey, companies belonging to an industry recently subject to particularly positive or negative comment in the Chinese press were excluded to avoid consumer bias. The industry with which customers are familiar was chosen so that customers could easily evaluate and make purchase and recommendation decisions. Based on these requirements, a bread company was chosen. A unique fictitious name "Hua Xin" was created to ensure customers had no previous positive or negative perceptions of the company.

**CSR campaign manipulation**

A suitable theme "Helping children" was chosen for the bread company's CSR campaigns. A campaign "Donating money to the Hope primary schools to provide underprivileged children with a healthy breakfast in June to celebrate International Children's Day" was created.

**CSR motives and commitments manipulation**

Three CSR motives were manipulated as follows: A company exhibiting a public-serving motive donates 90% month revenue in June; A company exhibiting a self-serving motive donates 10% month revenue in June and declares their true motives; A company exhibiting a hybrid motive donates 50% month revenue in June.

Two Commitments were manipulated: CSR campaign with a long-term commitment lasts for 10 years; CSR campaign with a short-term commitment was only organized last year to celebrate "National Children's Year".

**CSR campaign context manipulation**

Respondents' perceptions of a message are based on not only its content, but also on the context. The media channel on which the messages were place could influence respondents' perception of the messages. As Yoon, Gürhan-Canli and Schwarz (2006) stated customers are more likely to perceive CSR activities as being positive and sincere when the message comes from a neutral source. CSR reports that come from a neutral organization are more persuasive and convincing than if they are from affiliated organizations.

One of China's most widely respected newspapers, "Southern Weekend", was chosen as the media channel to broadcast the CSR messages. The paper is circulated throughout the major cities and most middle sized cities.

Photoshop was used to produce a screenshot with a manipulated CSR campaign message on a page from "Southern Weekend". In total 6 screenshots, each with a different message, were produced. See Appendix A The CSR messages.

**3.1.2 Measures**

Validated scales were formulated as a measure of customers' attitudes and behaviors. Earlier studies have created some validated scales, but these scales needed to be adjusted to correspond to this research context. And for some other items, unfortunately, previous researchers have not explored and tested yet, in this case, scales should be formulated according to previous related qualitative studies. The scales are used to measure independent variables (CSR motives, CSR commitments) and dependent variables (skepticism, trust, liking, purchase intention and recommendation intention). All variables were measured using a 1 to 7 Likert scale. Both Chinese and English versions of the questionnaires are attached in Appendix B The Questionnaire.

**CSR Motives**

Since no pretested scales were available, a literature research was conducted and the construct of CSR motives was measured by the items: (1) It seems to me that this brand

engaged in the described CSR effort because it feels it has to do so.  (2) I think that this brand takes every opportunity it has to benefit society, not just itself.  (3) I think that the social initiative described on the website is a good one, but it probably just intents to increase sales and profits. (R) (4) Motives stem from the deep conviction that the brand or organization is obliged to act and behave socially responsible without being driven by the potentially positive monetary effect.  (5) A brand's or organization's CSR effort is based upon primarily monetary benefits rather than moral conviction. (R) The items 1-3 were deduced from Ellen, Webb and Mohr's (2006) and Pirsch, Gupta and Grau's (2007) results from their open-ended survey questions. Item 4 and 5 were deduced from Heidinger's (2012) theoretical framework statement related to CSR motives. Each has been revised to fit this research.

## CSR commitments

No scales related to CSR commitments preexisted. These scales are based on Drumwright's (1996) analysis of time commitment in campaign strategy. They have been expanded by self-formulated items to increase the reliability of the measurements. CSR commitments were measured by means of: (1) This company has a long-term interest in socially responsible initiatives. (2) This company is dedicated to engage in CSR campaigns in the long term. (3) This company has been engaging in CSR campaigns for a long time. (4) It seems to me that this company is committed to its social obligations only for a short period of time (R).

## Skepticism towards CSR messages

Mohr, Eroglu and Ellen (1998) provided and Heidinger's (2012) applied a scale for measuring skepticism towards the message: (1) I think that the message is intended to mislead rather than to inform consumers. (2) I do not believe this message. (3) I think that this message exaggerates. (4) I believe that this message is true. (R)

## Trust in the company

Newell and Goldsmith (2001) provided a scale to measure perceived corporate credibility: (1) I trust this company. (2) The company is honest. (3) I do not believe what the company tells me. (R) Another item was self-formulated: (4) This company is sincere. One further item was chosen from Lau's and Lee's (1999) scale for measuring trust in the company: (5) I believe that this company will not try to cheat me.

**Liking for the company**

No integrated scale about liking for the company was tested before, therefore it was necessary to compile different previous studies together: one item was picked from Lau's and Lee's (1999) scale for measuring liking for the brand: (1) I like this brand. One item was selected from Nguyen and Leblanc's (2001) scale to evaluate corporate image: (2) I have always had a good impression of this company. Another item was chosen from Marín, Ruiz and Rubio's (2009) scale for assessing company evaluation: (3) My opinion about company X is favorable. Two more items were self-formulated: (4) I have positive perception of this company. (5) I prefer this company over other similar companies. Item 1-3 were adjusted in order to suit the research context.

**Purchase intention**

Items from different studies were combined to measure purchase intention as a complete scale. The selected items were: one from Yoo and Donthu (2001): (1) I intend to purchase through this company in the near future. Two items from Berens, van Riel and van Bruggen (2005): (2) If I am planning to buy a product of this type, I will choose this product. (3) I am willing to pay a little more for this product. Two further Items were self-formulated: (4) I will not hesitate buying from this company anytime soon. (5) I'd rather buy from this company than other similar companies. Item 2 and 3 were adjusted to suit the research context.

**Recommendation intention**

Retrieved from Goyette, Ricard, Bergeron and Marticotte (2010) (for item 1-3) and Harrison-Walker (2001) (for item 4-5), recommendation intention was measured by means of: (1) I will speak favorably of this company to others. (2) I will speak of this company's good sides. (3) I will recommend people buy products from this company. (4) I will tell more people about this company than other companies. (5) I will mention this company to others quite frequently.

**3.1.3 Experimental design**

Each participant was shown one of the six fictitious CSR campaign screenshots. They were asked to evaluate the CSR motives and commitments, and then rate their attitude towards the message (skepticism), attitudes towards the company behind it (trust and liking) and their intended behaviors (purchase intention and recommendation intention). Since the CSR

message was fictitious, respondents had no previous experience with the manipulated company. Although there are many important customers' attitudes to be investigated, such as customer loyalty and commitment, only two customers' attitudes, trust in the company and liking for the company, can be engendered without the previous interaction with companies. Therefore, the above two attitudes towards the company were selected to test the effect of CSR motives and commitments on them in this experimental research. After commenting on the statements, participants gave demographic information about themselves (age, gender and educational level).

To guarantee participants read the text, they were required to complete a control question about the content of the message. Wrong answer of the control question led to exclusion from data analysis. The control question was:

In this campaign, which kind of people did the company help:

A. The disabled children

B. The aged

C. The pregnant women

D. The underprivileged children (right answer)

E. The orphans

### 3.1.4 Pre-test

In order to testify the success of the manipulation, a pre-study was conducted to test whether respondents perceive the three CSR motives and two CSR commitments different as expected. There were 4 respondents to fill each of the 6 types of manipulated questionnaires, totally 24 questionnaires were completed.

### 3.1.5 Main study: Experiment

Online surveys were used to obtain consumers responses. Online surveys are a common method to achieve a large sample size to guarantee generalization (Dooley, 2001; Spector, 1992). Also the 6 manipulated experimental questionnaires could be randomly distributed to respondents by randomizing the survey. The questionnaires were created using Qualtrics survey software. Research participants were chosen from Chinese college students between 18 and 35 as this group has sufficient literacy to understand the CSR message. To ensure an equal number of respondents for each of the 6 experiments, a quota of 40 respondents was set for each type. Respondents wrongly answering the control questions were filtered out together with age outliers. After collecting 240 (6*40) valid questionnaires, the survey was closed.

### 3.1.6 Data collection and Research Participants

Snowball sampling was used to obtain data from a broad sample (Dooley, 2001; Spector, 1992). Participants were provided with the link to the questionnaire via social networks, chatting platforms and forums. They were asked to fill in the questionnaire and to forward the link to others who match the research requirements.

Data collection was from May 15th 2013 until May 26th 2013. 665 persons started to fill in the questionnaire but only 257 respondents completed the questionnaire. 5 of these were excluded because they answered the control questions incorrectly. 12 people were excluded because of their age. Finally the ones who answered correctly the control question and belonged to the range of the sample demographics amounted up to n = 240, which resulted in a response rate of 36%. There were 136 female and 104 male respondents. The mean age was M = 24, ranging from 18 to 34. 5.4% of participants had a polytechnic degree, 69.6% a bachelor degree, 23.8% a master degree and 1.3% of participants had a PHD degree. The distribution of the demographics is shown in Table 1 as follows:

**Table 1. Demographics of experimental research participants**

| Demographics | N=240 | Frequency | Percent |
|---|---|---|---|
| Age | 18-22 | 77 | 32.1 |
| | 23-27 | 130 | 54.2 |
| | 28-32 | 32 | 13.3 |
| | 33-37 | 1 | 0.4 |
| Gender | Male | 104 | 43.3 |
| | Female | 136 | 56.7 |
| Education | ≤ Polytechnic degree | 13 | 5.4 |
| | Bachelor degree | 167 | 69.6 |
| | Master degree | 57 | 23.8 |
| | ≥ PHD | 3 | 1.3 |

## 3.2 In-depth interview

The results of the experimental study did not meet expectations (see Section 4: Data analysis and results), another qualitative inquiry is necessary to explain why customers' attitudes and behavioral intentions are not significantly differently influenced by CSR motives and commitments. It is also important to identify the true meaning of CSR to young Chinese

customers. The characteristics of qualitative research are exploration, elaboration and conceptualization (McCracken 1988). In-depth interview, one of the main qualitative methods, was conducted, and offers ''a more accurate and clear picture of a respondent's position or behavior'' (Ghauri & Grønhaug, 2002, p. 101). Video online interviews were carried out.

### 3.2.1 Interview design

Interviewees answered 4 general questions first to determine their general perception of CSR: 1. When can you say that a company is doing good for society? 2. How would you describe corporate social responsibility? 3.What's your general opinion about corporate social responsibility? 4. What is your attitude towards companies that engage in CSR campaigns? Then one specific question related to the effect of CSR motives and CSR commitments was asked: 5. To what extent do motives (public-serving, self-serving, hybrid) and commitment (long- term, short-term) of the CSR engagement influence your attitude towards CSR message (skepticism) and attitudes towards the company (trust, liking) and your intended behaviors (purchase intention and recommendation intention)?

### 3.2.2 Data collection and interviewee demographics

A total of 10 in-depth individual interviews were conducted, all of the interviewees were Chinese students, 5 males, 5 females, between 20 and 24, 9 held a bachelor degree, and one was currently doing his bachelor program. The interviews lasted between 35 and 65 minutes. Each interview was audiotaped and transcribed (Appendix C Interview transcription).

# 4. Data analysis and results

## 4.1 Results of experimental research

Cronbach's α which is to measure the reliability of scales at least .70 is preferred. A confidence interval of 95% and a significance level of .05 are applied in all the statistical tests. Standard deviation (SD) is applied.

### 4.1.1 Results of the pre-test

**CSR motives**

One-way ANOVA was performed to determine if respondents perceived the three motives differently. The three motives (public-serving vs. self-serving vs. hybrid) were perceived as being significantly different (P value=.00< .05), the mean of public-serving motive was higher (M=5.15) than that of the self-serving motive (M=3.15). The mean of the hybrid motive was between the two (M=4.33). Respondents perceived that CSR campaigns based on a public-serving motive, rather than a self-serving motive, were more likely to benefit society than pursue profits. See Table 2 for the statistical results of one way ANOVA:

**Table 2. One way ANOVA for three CSR motives**

| Variable | | F | P | M | SD | N |
|---|---|---|---|---|---|---|
| Between motive groups | | 11.38 | .00 < .05 | | | 24 |
| Public-serving | | | | 5.15 | .66 | 8 |
| | Self-serving | | .00 < .05 | | .42 | |
| | Hybrid | | .19 > .05 | | .42 | |
| Self-serving | | | | 3.15 | 1.04 | 8 |
| | Public-serving | | .00 < .05 | | .42 | |
| | Hybrid | | .03 < .05 | | .42 | |
| Hybrid | | | | 4.33 | .28 | 8 |
| | Public-serving | | .19 > .05 | | .79 | |
| | Self-serving | | .03 < .05 | | .42 | |

**CSR commitments**

Independent sample t-test was performed to determine if respondents perceive the two CSR commitments differently. The two commitments (long-term vs. short-term) were significantly different (P value=.00< .05). The mean of the long-term commitment (M=5.12) was higher than that of short-term commitment (M=3.08). Participants perceived the time period of long-term CSR campaign longer than short-term one. The statistical results of the independent t-test are presented in Table 3:

**Table 3. Independent t-test for two CSR commitments**

| Levene's Test for Equality of Variances | | | | T-test for Equality of Means | | | |
|---|---|---|---|---|---|---|---|
| Variable | | F | P | P (2 tailed) | M | SD | N |

| | | | | | | |
|---|---|---|---|---|---|---|
| Between time framework groups | Equal variances assumed | 1.16 | .29 | .00 < .05 | | 24 |
| | Equal variances not assumed | | | .00 | | |
| Long-term | | | | | 5.12 | 1.11 | 12 |
| Short-term | | | | | 3.08 | .78 | 12 |

The results of pre-test show that respondents perceived the three CSR motives and two CSR commitments significantly different, that is to say, the manipulations of the 6 experiments were successful, therefore the main study experiment can be started then.

### 4.1.2 Reliability of measures

The scale of the five CSR motives items achieved good validity, $\alpha = .70$. All four CSR commitments items have sufficient consistency, $\alpha = .87$. All four skepticism items satisfied scale consistency, $\alpha = .77$. The five trust in the company items achieved a high consistency, $\alpha = .88$. All five liking for the company items were used for the final scale with high consistency $\alpha = .94$. All five purchase intention items achieved a Cronbach's alpha of .89 with high consistency. All five items of recommendation intention were used for the final scale with high consistency, $\alpha = .93$.

### 4.1.3 Manipulation check of main study

In this experiment, CSR motives and commitments are independent variables. Skepticism towards the CSR message, trust in the company, liking for the company, purchase intention and recommendation intention are the dependant variables. The precondition of the success of this research is the validity of experiment manipulation, therefore if respondents perceive the three CSR motives and two CSR commitments significantly different should be checked again in this main study, although it passed in the pre-test.

**CSR motives**

One-way ANOVA was performed to test if respondents perceive the three motives differently. The results demonstrated the manipulations to be successful. Three motives

(public-serving vs. self-serving vs. hybrid) were significantly different (P value=.01< .05) and the mean of public-serving motive was higher (M=4.56) than that of self-serving motive (M=4.10) and the mean of hybrid motive was between the two (M=4.46). The statistical results of one way ANOVA are displayed in Table 4:

**Table 4. One way ANOVA for three CSR motives**

| Variable | | F | P | M | SD | N |
|---|---|---|---|---|---|---|
| Between motive groups | | 4.52 | .01<.05 | | | 240 |
| Public-serving | | | | 4.56 | .99 | 80 |
| | Self-serving | | .01<.05 | | | |
| | Hybrid | | 1.00>.05 | | | |
| Self-serving | | | | 4.10 | 1.01 | 80 |
| | Public-serving | | .01<.05 | | | |
| | Hybrid | | .08>.05 | | | |
| Hybrid | | | | 4.46 | 1.02 | 80 |
| | Public-serving | | 1.00>.05 | | | |
| | Self-serving | | .08>.05 | | | |

### CSR commitments

An Independent sample t-test determined if respondents perceived the two CSR commitments differently. The results demonstrated the manipulations to be successful. The two commitments (long-term vs. short-term) were significantly different (P value=.00< .05). The mean of the long-term commitment (M=5.03) was higher than that of short-term commitment (M=3.52). See Table 5 Independent t-test for two CSR commitments:

**Table 5. Independent t-test for two CSR commitments**

| Levene's Test for Equality of Variances | | | | T-test for Equality of Means | | | |
|---|---|---|---|---|---|---|---|
| Variable | | F | P | P (2 tailed) | M | SD | N |
| Between time framework group | Equal variances assumed | 3.36 | .068 | .00<.05 | | | 240 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Equal | .00 | | | | | |
| variances | | | | | | |
| not assumed | | | | | | |
| Long-term | | | | 5.03 | 1.07 | 120 |
| Short-term | | | | 3.52 | 1.22 | 120 |

## 4.1.4 The effect of CSR motives and commitments on customers' attitudes and behavioral intentions

To test the hypotheses and determine to what extent the CSR motives and commitments affect the customers' attitudes towards the CSR message and the company behind it as well as their intended behaviors, multivariate statistical analysis of 3 (motives: public-serving, self-serving, hybrid) *2 (commitments: long-term, short-term) ANOVA was conducted. The main effect of CSR motives, the main effect of CSR commitments and their interaction effects were analyzed.

**The main effect of CSR motives on customers' attitudes and behavioral intentions**

The effects of the three CSR motives on customers' attitudes and behavioral intentions were not significantly different. All p values were larger than .05, therefore, hypotheses H1a, H2a, H3a, H4a, H5a were rejected. Although the difference is not significant, the results still have some meanings. Public-serving CSR motive led to greatest trust in company (M=4.49), liking for the company (M=4.81) and recommendation intention (M=4.22), but hybrid motive has the greatest purchase intention (M=4.33). Although Self-serving motive generated least favorable attitudes towards the company and lowest level of behavioral intentions, it engendered the lowest skepticism towards the CSR message (M=3.39). The results of the multivariate statistical analysis of ANOVAs are presented in Table 6:

**Table 6. The main effect of CSR motives on customers' attitudes and behavioral intentions**

| Variable | F | P | M | SD | N | Result |
|---|---|---|---|---|---|---|
| Skepticism | 2.36 | **.10**>.05 | 3.58 | 1.02 | 240 | H1a : Rejected |
| Public-serving | | | 3.63 | 1.17 | 80 | |
| Self-serving | | | 3.39 | .96 | 80 | |
| Hybrid | | | 3.73 | .89 | 80 | |
| Trust | .12 | **.88**>.05 | 4.44 | .99 | 240 | H2a: Rejected |

| Variable | F | P | M | SD | N | Result |
|---|---|---|---|---|---|---|
| | | | 4.49 | 1.05 | 80 | |
| Public-serving | | | 4.49 | 1.05 | 80 | |
| Self-serving | | | 4.44 | 1.04 | 80 | |
| Hybrid | | | 4.41 | .88 | 80 | |
| Liking | .37 | **.70**>.05 | 4.74 | 1.02 | 240 | H3a: Rejected |
| Public-serving | | | 4.81 | 1.15 | 80 | |
| Self-serving | | | 4.67 | 1.03 | 80 | |
| Hybrid | | | 4.73 | .87 | 80 | |
| Purchase intention | .16 | **.85**>.05 | 4.27 | 1.12 | 240 | H4a: Rejected |
| Public-serving | | | 4.27 | 1.18 | 80 | |
| Self-serving | | | 4.23 | 1.11 | 80 | |
| Hybrid | | | 4.33 | 1.09 | 80 | |
| Recommendation intention | 1.40 | **.25**>.05 | 4.05 | 1.27 | 240 | H5a: Rejected |
| Public-serving | | | 4.22 | 1.41 | 80 | |
| Self-serving | | | 3.89 | 1.25 | 80 | |
| Hybrid | | | 4.05 | 1.14 | 80 | |

Note. Insignificant predictors with p > .05 are printed in bold.

**The main effect of CSR commitments on customers' attitudes and behavioral intentions**

Long-term CSR commitment led to less skepticism and slightly more positive customers' attitudes and behavioral intentions than the short-term CSR commitment. However, the difference was not significant as all p values were larger than .05. Therefore hypotheses H1b, H2b, H3b, H4b and H5b were rejected. The statistical parameters are summarized in Table 7:

**Table 7. The main effect of CSR commitments on customers' attitudes and behavioral intentions**

| Variable | F | P | M | SD | N | Result |
|---|---|---|---|---|---|---|
| Skepticism | .66 | **.42**>.05 | 3.58 | 1.02 | 240 | H1b: Rejected |
| Long-term | | | 3.53 | 1.03 | 120 | |
| Short-term | | | 3.64 | 1.01 | 120 | |
| Trust | .01 | **.94**>.05 | 4.44 | .99 | 240 | H2b: Rejected |
| Long-term | | | 4.44 | .95 | 120 | |
| Short-term | | | 4.45 | 1.02 | 120 | |
| Liking | .62 | **.43**>.05 | 4.74 | 1.02 | 240 | H3b: Rejected |
| Long-term | | | 4.79 | 1.04 | 120 | |

| | F | P | M | SD | N | |
|---|---|---|---|---|---|---|
| Short-term | | | 4.69 | 1.00 | 120 | |
| Purchase intention | 1.07 | **.30**>.05 | 4.27 | 1.12 | 240 | H4b: Rejected |
| Long-term | | | 4.35 | 1.13 | 120 | |
| Short-term | | | 4.20 | 1.12 | 120 | |
| Recommendation intention | 2.15 | **.14**>.05 | 4.05 | 1.27 | 240 | H5b: Rejected |
| Long-term | | | 4.17 | 1.28 | 120 | |
| Short-term | | | 3.93 | 1.26 | 120 | |

Note. Insignificant predictors with p > .05 are printed in bold.

**The interaction between CSR motives and CSR commitments and their effect on customers' attitudes and behavioral intentions**

Interaction between CSR motives and commitments did not have any effect on customers' attitudes and behavioral intentions, since all of the p values were above .05. For a detailed overview about the statistical parameters, please see Table 8:

**Table 8. The effect of interaction between CSR motives and CSR commitments on customers' attitudes and behavioral intentions**

| Variable | Motive | Commitment | F | P | M | SD | N |
|---|---|---|---|---|---|---|---|
| Skepticism | | | 1.00 | **.37**>.05 | 3.58 | 1.02 | 240 |
| | Public-serving | Long-term | | | 3.54 | 1.18 | 40 |
| | | Short-term | | | 3.71 | 1.17 | 40 |
| | Self-serving | Long-term | | | 3.46 | 1.09 | 40 |
| | | Short-term | | | 3.32 | .82 | 40 |
| | Hybrid | Long-term | | | 3.58 | .81 | 40 |
| | | Short-term | | | 3.88 | .96 | 40 |
| Trust | | | .80 | **.45**>.05 | 4.44 | .99 | 240 |
| | Public-serving | Long-term | | | 4.46 | 1.12 | 40 |
| | | Short-term | | | 4.51 | .98 | 40 |
| | Self-serving | Long-term | | | 4.35 | .99 | 40 |
| | | Short-term | | | 4.53 | 1.09 | 40 |
| | Hybrid | Long-term | | | 4.51 | .73 | 40 |
| | | Short-term | | | 4.31 | 1.00 | 40 |
| Liking | | | 2.00 | **.14**>.05 | 4.74 | 1.02 | 240 |

| | | | | | Mean | SD | N |
|---|---|---|---|---|---|---|---|
| | Public-serving | Long-term | | | 4.76 | 1.29 | 40 |
| | | Short-term | | | 4.86 | 1.01 | 40 |
| | Self-serving | Long-term | | | 4.64 | 1.06 | 40 |
| | | Short-term | | | 4.70 | 1.00 | 40 |
| | Hybrid | Long-term | | | 4.97 | .68 | 40 |
| | | Short-term | | | 4.50 | .99 | 40 |
| Purchase intention | | | 2.02 | **.14**>.05 | 4.27 | 1.12 | 240 |
| | Public-serving | Long-term | | | 4.19 | 1.28 | 40 |
| | | Short-term | | | 4.35 | 1.09 | 40 |
| | Self-serving | Long-term | | | 4.26 | 1.09 | 40 |
| | | Short-term | | | 4.19 | 1.14 | 40 |
| | Hybrid | Long-term | | | 4.60 | .98 | 40 |
| | | Short-term | | | 4.06 | 1.13 | 40 |
| Recommendation intention | | | 1.14 | **.32**>.05 | 4.05 | 1.27 | 240 |
| | Public-serving | Long-term | | | 4.17 | 1.52 | 40 |
| | | Short-term | | | 4.28 | 1.31 | 40 |
| | Self-serving | Long-term | | | 4.09 | 1.18 | 40 |
| | | Short-term | | | 3.68 | 1.30 | 40 |
| | Hybrid | Long-term | | | 4.26 | 1.12 | 40 |
| | | Short-term | | | 3.84 | 1.14 | 40 |

Note. Insignificant predictors with p > .05 are printed in bold.

## 4.2 Results of in-depth interview

### 4.2.1 General opinion towards the CSR

Chinese customers thought that CSR was not a companies' required responsibility, it was voluntary rather than compulsory. CSR activities should be in accordance with their competence.

CSR is not a companies' required responsibility, it's voluntary rather than compulsory. When the company has enough money and power, they should contribute more to society. (Interviewee 3: male, 23)

Most interviewees saw CSR on two levels, one was basic responsibility, protecting customers' benefits (e.g. product quality) and employees' benefits (e.g. welfare of employees), the other was higher level responsibility, caring about society's benefits (e.g. helping disadvantaged groups, protecting the environment, supporting the communities). Respondents gave priority to basic level responsibility and believed that if the companies met basic level responsibilities, they had fulfilled CSR. Companies that could afford should contribute to society, but if not, people should not attach blame to the companies.

The two CSR levels correspond to Carroll's (1991) CSR construct. The basic level corresponds to the economic aspect "making a profit" and legal aspect "obeying the law"; the higher level corresponds to the ethical aspect "be ethical" and philanthropic aspect "be a good corporate citizen".

> I divide corporate social responsibility into two levels, one is basic responsibility, such as protecting natural and living environment and guaranteeing product's quality; the higher level is caring public's life and helping disadvantaged groups, increasing people's happiness index. (Interviewee 8: male, 24)
>
> The products and services are the dominant tasks for companies, they should first perform their own duties, and then participate in other prosocial things such as CSR activities. If one company produces bad quality products, even it donates money to charities, I will not agree with its behaviors and will not support such companies. (Interviewee 6: female, 23)
>
> CSR activities are not forced and imperative. Companies should first take their employees' interest into account, if they have extra energy and money, they can do other good things to help the society. (Interviewee 9: female, 23)

Most interviewees were skeptical of the true motive behind CSR engagement. They believed it was hard for a company to participate in CSR activities based on public-serving motives. Most companies exploited CSR campaigns as a win-win strategy, a marketing strategy as advertisement to enhance their image and make profits. Interviewees were not concerned about the true motive if companies did good deeds. Companies needed to show their sincerity in CSR efforts instead of linking CSR to profits.

> I hate that the companies connect their economics interest with the CSR

activities, [···], it's better they just directly donate money to people in need without mentioning their promotion aim, which seems more sincere. (Interviewee 2: female, 23)

Every company is based on pursuing profits, in present China. [···] CSR is a wise marketing strategy to improve their corporate image and make profits. (Interviewee 7: male, 20)

## 4.2.2 The effect of CSR motives and commitments on skepticism towards the CSR message

Boush, Friestad and Rose (1994) stated that consumers' skepticism towards messages comes mainly from their doubts about the motives of the company. Customers' perception about the motive of CSR campaigns is the most essential factor for judging whether the message is believed.

Interviewees doubted that the public-serving CSR motive existed, believing most companies exploited CSR for profits instead of contributing to society. The CSR self-serving motive message was seen as sincere, since the egocentric motive is the real motivation for most companies. Half of the interviewees believed the hybrid motive message, believing most companies used CSR as a win-win strategy, making profits and benefiting society. The other interviewees were neutral or slightly skeptical towards the hybrid motive message. They believed once companies bonded their own interest with CSR efforts, profit considerations made it hard to balance the benefits between themselves and society.

I don't believe the companies' CSR efforts are purely based on public-serving motive, therefore I'm skeptical about the public-serving motive. I don't suspect the self-serving motive, because the companies tell the true motives openly and I will admire the companies because they have the courage to suffer the pressure from public opinions. I'm a little skeptical of the hybrid motive, because it is hard for companies to balance the benefits between society and themselves equally once they link the CSR with profits, instead they are more inclined to their own interests. (Interviewee 3: male, 23)

Most interviewees perceived the long-term commitment CSR message to be sincere and trustworthy. It showed true benevolent motivation and perseverance. Long-term commitment offered time for customers to monitor the companies' efforts. The interviewees doubted the

motivation behind the short-term CSR commitment message. They believed the company wanted to boost sales, increase media exposure and improve corporate image.

> I will not doubt the long-term CSR campaign, such kind of persistence can show companies' patience and sustainability, therefore I trust more. (Interviewee 6: female, 23)
>
> Another reason is we can track where the donation goes [⋯] and supervise the whole process of the long-term CSR program, however short-term program can't offer such supervisory control. (Interviewee 10: male, 24)
>
> If the CSR activities are organized only once or twice, I suspect the true motivation and perceive it as a show not responsibility. CSR is a long term accumulation rather than hit upon a sudden idea. CSR can be judged both from previous history and the follow-up. (Interviewee 9: female, 23)

Interviewees also considered other factors to determine the true motive. These peripheral factors included personal concern, message context, and competence of the company. These factors further enhance or decrease customers' skepticism towards the CSR message. Interviewees were less skeptical of the CSR message which was closely linked to customers' lives. They were less skeptical of the CSR message from recognized independent media. Interviewees were less suspicious of the CSR efforts if they recognized the expertise of the company.

### 4.2.3 Factors influencing customers' attitudes towards the company and behavioral intentions

The in-depth interviews indicated two factors influencing customers' attitudes towards the company (trust and liking): core and peripheral. Three factors influenced behavioral intentions (purchase intention and recommendation intention): core, central and peripheral. CSR was placed in the peripheral level. Core and central level factors are prerequisites for incorporating CSR as a criterion of influencing consumers' attitudes towards the company and behavioral intentions (Öberseder, Schlegelmilch & Gruber, 2011).

**Core factors: product properties, corporate culture**

Interviewees used products quality as a core factor in deciding their trust in the company. Apart from products quality, other product properties (e.g. fashionable appearance, innovation)

and corporate culture were also considered as core factors in deciding their liking for the company.

> Whether I trust this company depends on my previous experience of its products instead of CSR. Quality of products is the precondition when I decide whether to trust a company, if I'm satisfied with the quality, then I will consider CSR. (Interviewee 3: male, 23)
>
> Whether I love a company depends on corporate culture and products, if I have no experience with one company, it's hard for me to decide whether I love it or not. (Interviewee 6: female, 23)

Interviewees indicated that liking for a company primarily influenced their purchase intention. When recommending a company to friends, they would consider whether they liked the company, and how much they trusted it, and trust in the company was more important. The interviewees explained that they and their friends might have different preferences and tastes. Products they liked would not necessarily be liked by their friends. People were responsible for their recommendations to friends so products should not be harmful. Trust was more crucial as a criterion of recommendation intention. Core factors influencing behavioral intentions were product properties and corporate culture. Especially, product quality was an important determinant for recommendation intention.

> I will not buy because of CSR performance, I will consider products' properties and quality and price ratio, corporate culture, reputation. For example, Foxconn company was involved in many negative reports, poor employee's welfare, high employee suicide rate. I hate such kind of corporate culture, so that I don't want to patronize the products of the company. (Interviewee 9: female, 23)
>
> Recommendation intention is not only based on my liking for the company because I like the company doesn't necessarily mean others will also like it, therefore I put product's quality and whether I trust this company or not in the first place. (Interviewee 10: male, 24)

**Central Factor: price (only for behavioral intentions)**

During their purchase and recommendation decision-making process, as well as core factors, interviewees considered price as a central factor. Interviewees were students with

limited income. When they made a consumption decision, they focused more on practical factors, like quality and price. When they recommended a company to others, they would also consider whether the price was acceptable to them. Their financial position and that of their friends affected their consideration of a company's CSR efforts as a purchase and recommendation intention criterion.

> When I purchase, I care more about the value of products and service, because I'm just a student, I don't have income, with limited economics condition I can't care too much about other things. With my limited economics condition, I will primarily consider products themselves. If companies are actively engaged in CSR, however, the products are bad, I will not consider to buy. (Interviewee 7: male, 20)
>
> If only the products are cheap and good, I will recommend them to my friends. However, if I recommend products to eldership and leaders, I will consider the companies which did good things to society with positive and reliable image, because they have good economic condition and have more energy to consider other factors. (Interviewee 1: female, 24)

**Peripheral factors: CSR motives and CSR commitments**

The above core factors and central factor were prerequisites for incorporating CSR engagement in the company evaluation and decision-making process. Interviewees would first consider the core factors and central factors, if they were not met, CSR would most likely not play a role in their responses.

However, although CSR could not primarily decide customers' perceptions and responses, it might further enhance or decrease their company evaluation and behavioral intentions. When all the above core factors were met, the customers might consider CSR as a peripheral factor when they evaluated a company. If the central factor——price was also acceptable, the customers started to incorporate CSR efforts as a peripheral factor into their decision-making process.

The effect of CSR motives and commitments on customers' attitudes towards the company and behavioral intentions will be elaborated as follows:

**CSR motives**
**Public-serving motive**

Interviewees did not trust these companies, but liked them to some extent. Interviewees were likely to purchase from these companies because they liked them. They would not recommend these companies to their friends because they did not trust them. They did not believe that companies which purely considered society existed. Although they perceived the companies hypocritical, they admired their pure benevolent motive of considering about public's benefits.

> Because I don't believe that companies' CSR efforts can purely based on public-serving motive, I don't trust this kind of companies. However, I like this kind of companies, because they are benevolent to consider for the whole society. But, I'm worried that if they care too much about the outsider, they must to some extent ignore their own employees' benefits. Since I like this kind of companies, I will buy from them, but I will not recommend them to my friends because I don't trust them, I have responsibility for my friends. (Interviewee 4: female, 21)

> I like this kind of companies with prosocial motivation, however, I don't agree with their motives, because if they don't consider their profits they can't maintain their business for a long time, then how can they have the ability to contribute to society in the future? (Interviewee 10: male, 24)

**Self-serving motive**

Interviewees neither trusted nor liked these companies. Therefore, interviewees were neither likely to purchase from these companies nor recommend them to their friends. They believed such companies cared more about profits than stakeholders' benefits, and would not produce good and safe products.

> I don't trust the company which participate CSR activities based on self-serving motive, because I think such kinds of companies will not produce products with good quality. I don't like the companies, either, because they exploit CSR to make profit. I think the products produced from this kind of company are shoddy and crap, so I will not buy from these companies and let alone recommend them. (Interviewee 4: female, 21)

**Hybrid motive**

Interviewees both trusted and liked these companies, and were more likely to purchase from these companies and more inclined to recommend them. These companies were perceived as wise to realize the sustainability of CSR and use it as a marketing strategy and balance the benefits between themselves and society.

> I trust the companies whose CSR efforts are based on hybrid motive, because that's the reality that every normal company should do, balancing its own benefits and the social benefits. I like the companies with hybrid motive most because they are wise to balancing the benefits between itself and society and deal with the relationship between itself and stakeholders. (Interviewee 1: female, 24)

> I like the companies whose CSR efforts are based on hybrid motive most, therefore I would like to buy and even pay a little more. I would like to recommend most, since I both trust and like these companies. (Interviewee 4: female, 21)

**CSR commitments**

**Long-term commitment & Short-term commitment**

Interviewees trusted and liked companies with long-term CSR commitment more than those with short-term commitment. They were more likely to purchase from and recommend companies with a long-term CSR commitment. They believed these companies would probably produce good products and offer durable services. They liked this persistent and benevolent corporate culture. Interviewees had a negative perception of companies with short-term CSR commitment. They cannot guarantee the quality of the products produced by these companies.

> I trust more the long-term commitment. I believe the companies which can persist in CSR activities for a long time will produce products with good quality, and guarantee the continuity of products, therefore I trust them more; Since the companies with short-term CSR commitment are lack of durability and sustainability in CSR activities, I will also speculate that the quality is not good. (Interviewee 3: male, 23)

> I like the companies with long-term CSR commitment because I perceive long-term CSR activities sincere; I don't like the companies with short-term CSR

commitment because I think short-term CSR activities are promotional speculative behavior in order to make profit. (Interviewee 4: female, 21)

If the quality and price are certain, I will prefer to buy from the companies with long-term commitment, even pay a little more, because I think such kind of companies have better quality products, reliable and lasting after-sale services. The shorter the CSR commitment is, the less possibility I will buy from this company. (Interviewee 7: male, 20)

I will recommend to my friends the companies with long-term CSR commitment because I trust and like this kind of companies. And I think if my friends buy more products, the company will donate more to help disadvantaged groups. I will not recommend to my friends the companies with short-term CSR commitment because I distrust and dislike this kind of companies. I think it is promotion activity and even if I buy more products, they will only contribute little to society, therefore I don't want my friends also lay such traps. (Interviewee 4: female, 21)

A combination of hybrid motive and long-term commitment is the most advantageous strategy to reduce skepticism, create trust and improve liking. This will probably increase purchase and recommendation intention. To sum up, the framework of the assessment of CSR as a criterion of company evaluation and decision-making is shown as in figure 3:

**Figure 3. The framework of the assessment of CSR as a criterion of company evaluation and decision-making**
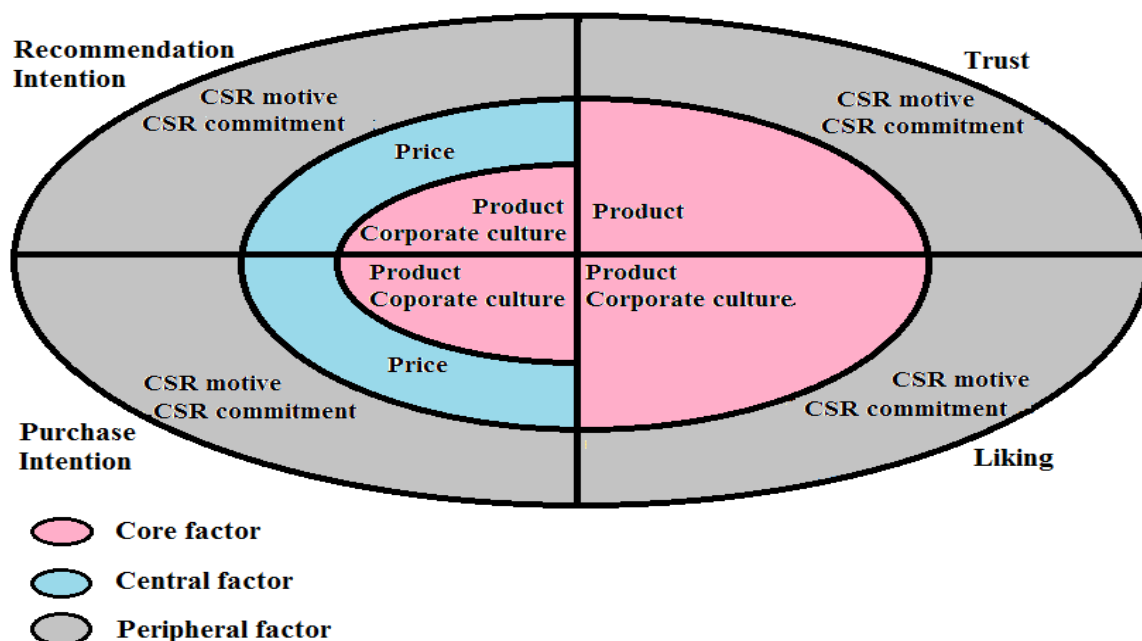
# 5. Conclusions and discussions

This article set out to assess to what extent CSR motives and commitments influence customers' attitudes towards the CSR message, attitudes towards the company behind it, and their intended behaviors. Both quantitative and qualitative methods were used. The experimental research identified that CSR motives and commitments do not affect customers' attitudes and behaviors significantly differently. The experimental research conclusions did not match the expectations stated in the hypotheses. In-depth interviews were conducted to determine the reasons. The findings and explanations are shown as follows:

## 5.1 Customers' attitudes towards the CSR message

Motive was the main element to generate skepticism. Customers were skeptical of the public-serving motive message, believed the self-serving motive message and held neutral or slightly skeptical opinions towards the hybrid motive message. Customers used CSR commitment to judge the true CSR motive. They perceived the long-term CSR commitment message more sincere than the short-term commitment message.

There was no significant difference among the effects of CSR motives and commitments on skepticism. The "Southern Weekend" newspaper is well respected. Respondents perceive CSR messages from this newspaper as being equally credible. This supports the experimental results that show the means for skepticism are below the average point 4. Many researches demonstrated that for the self-serving motive, positive consumer responses arise if the company disclose the true motives behind CSR campaigns (Barone, Miyazaki & Taylor, 2000; Forehand & Grier, 2003). This can explain why self-serving motive CSR message led to lowest skepticism (M=3.39) in the experimental research.

## 5.2 Customers' attitudes towards the company

From the interviews it was seen that CSR is rarely of prime importance in company evaluation. The company evaluation process follows a complex hierarchical structure with two layers: core and peripheral. CSR is placed in the peripheral level. Product properties and corporate culture are situated in the core level. This hinders consumers incorporating CSR into their company evaluation process.

Customers believe that if companies do good things for society, they would not be so critical of the true motive. They believe most companies use CSR campaigns as a marketing strategy to enhance their image and make profits. Customers also believe if companies had

fulfilled basic level CSR responsibilities, they had fulfilled CSR. It's encouraged but not compulsory to fulfill the higher level CSR responsibility.

Chinese student customers, who are realistic and practical, do not consider external CSR in their company evaluation. They classify CSR into two levels, internal and external. Internal CSR activities involve employees' welfare and business ethics (e.g. product quality; Welford, 2004); external CSR activities refer to "the various forms of company involvement with charitable causes and the nonprofits" (Lichtenstein, Drumwright & Braig, 2004, p. 16). Internal corporate responsibility is seen as more important than external responsibility (Kim, Lee, Lee & Kim, 2010). Internal CSR is linked more closely with customers' interests and benefits. Due to the many product scandals in China in recent years, respondents believe that to be a responsible company they need to make good safe products and guarantee employees' welfare. To fulfill exterior responsibilities, if companies have surplus money and energy, they may participate in ethical and philanthropic activities (e.g. helping underprivileged children), but is not compulsory. Respondents are not sensitive to exterior responsibility and do not attach importance to the "helping underprivileged children" campaign embedded in the questionnaire.

Chinese people, especially young people, are more result-oriented when they see CSR issues. They care more about the consequences and sustainability of CSR than the companies' real motivation (Tian, Wang and Yang, 2011). Customers will have a favorable perception of a company that does good deeds no matter what the motivation of the company is. This explanation corresponds with the experimental results with most dependent variable means are above the average point 4. Therefore, CSR motives and commitments do not have different influences on customers' attitudes and behavioral intentions.

## 5.3 Customers' behavioral intentions

The interviews investigated the limited role CSR plays in customers' decision-making. The decision-making process follows a complex hierarchical structure with three layers: core, central, and peripheral. CSR is placed in the peripheral level. Product properties and corporate culture are situated in the core level and price is placed in the central level. The two levels hinder consumers incorporating CSR into their decision-making process.

Interviews indicated that CSR motives and commitments do not significantly differ in their effects on behavioral intentions because Chinese student customers do not consider CSR efforts in their decision-making. Tian, Wang andYang (2011) found that Chinese consumers

between 18 and 24 years-old with low income (below 2000 Yuan per month), are more materialistic. These "practical-type" consumers do not care about or trust CSR. The respondents to this experimental research fall in this group. When making decisions, they pay little attention to CSR, let alone the perception of specific CSR motives and commitments. They care more about practical factors, including product quality, service, appearance and price.

Chinese people follow the Confucian doctrine of the mean, which advocates moderation, objectivity and propriety. The guiding principle is that one should never act in excess, or hold extreme opinions. People judge things not from one side, but a comprehensive perspective. In the experiment, only CSR engagement information was given. No other information about the core factors (e.g. products) and central factor (price) was offered. Moreover, because the company is fictitious, customers had no prior experience of the company. It was, therefore, hard for respondents to evaluate and respond to the situation. They therefore tended to choose a neutral statement, so there were no significant differences among the effects of CSR motives and commitments on attitudes towards the company and behavioral intentions.

# 6. Recommendation

## 6. 1 Theoretical implications

The key contribution of this research on Chinese student consumers is to supplement previous research focusing on the effect of CSR in western countries. The conclusions are contrasted with the results of prior studies within the academic field of CSR. In western countries, CSR may influence customers' attitudes towards the company and behavioral intentions. For Chinese students, however, this study found that CSR barely plays a role for this customers group. This different results offer new insights into the future research on the role of CSR in China. The different research contexts should be taken into account, because the effects of CSR may differ across countries and cultures.

Moreover, the three dimensional categorization of CSR motives (public-serving, self-serving and hybrid) in this study allowed a more complete CSR motive investigation than the two dimensional classification (public-serving and self-serving) of previous studies. Future research could apply this new CSR motives categorization within the academic field of CSR.

What is more, most studies in the CSR field have focused on motive, fitness and communication. Commitment, one of the most relevant CSR features, has been neglected in this domain to date. This study fills this gap and future research could further examine the effect of CSR commitment on other customers' attitudes and behaviors.

Additionally, this study both investigates the main effect of CSR motives and commitments on consumers' attitudes and behavioral intentions, and also explores the interaction effects between CSR motives and commitment on consumers' responses. Although interaction between CSR motives and commitments did not have any effect on skepticism, trust, liking, purchase and recommendation intention in this study, a first attempt is made and future research may continue examining the interaction effects between CSR motives and commitment on other dependent variables or in other research context.

Furthermore, the dependent variables, trust in the company and purchase intention have been given a lot of attention in the CSR research field. Liking for the company and recommendation intention, however, have not been widely investigated before. This study offers more opportunities for them in future research.

Finally, the in-depth interviews reveal a complex hierarchical structure that explains why CSR is rarely of prime importance in influencing customers' attitudes towards the company and behavioral intentions. This complex structure offers new guidance into the complexity of customer's evaluation and decision-making processes for consideration in the future research.

## 6.2 Managerial implications

In China recently, more companies are including CSR in their marketing strategy to enhance corporate image. However, since customers are unpredictable, companies' CSR efforts are not always effective, may even backfire. The conclusions of this study have direct implications for Chinese marketing managers.

First and foremost, CSR does not make a difference for the student customer group in China. Marketing strategies to acquire the Chinese student market do not need to integrate CSR initiatives. Managers need to consider the complex consumer evaluation process required to achieve consumers' positive perception of CSR efforts. Therefore, managers should tailor corporate culture to customers' preferences, produce good quality fashionable products and innovative functions. Above all price needs to be very competitive.

Second, managers should make a distinction between basic CSR responsibility and higher level CSR responsibility and give priority to the former one. Managers should first fulfill

companies' basic responsibility ensuring product quality and safety, guarantee the welfare of employees. These are what customers care most about. If companies have surplus resources, they could contribute to society, for example by helping disadvantaged groups and supporting communities. However, if the companies do not fulfill their basic CSR responsibility, the higher level responsibility will finally be counterproductive or even backfire.

Third, managers should balance the companies' benefits and social benefits well to realize the sustainability of the CSR and self-development. If companies contribute to society by sacrificing their business interest, the durability of their CSR activities will be problematic, since the CSR engagement will finally turn to a ''load or loss'' to the companies (Baron, 1999; Porter & Kramer 2002).

Fourth, when managers make CSR strategy, the personal concern of CSR programs is the prerequisite factor to be taken into account. Managers should segment consumers according to their personal interest and tailor different CSR efforts to different target groups to satisfy their personal needs. For example, job creation programs will attract college students' attention.

Fifth, the results of the in-depth interviews demonstrated that the combination of hybrid motive and long-term commitment is the optimal strategy. Companies should claim their hybrid CSR motive openly that they are based on a win-win strategy. Companies should also conduct the CSR campaigns with a long-term commitment.

Finally, to reduce skepticism, managers should show their sincerity in the CSR programs and should not bond CSR with profits. For example in a promotional program, "1 bottle of water=1 cent donation" will lead to skepticism and negative perception. Moreover, CSR activities should be in accordance with the company's ability. If the amount of CSR input is exaggerated, customers will be suspicious. The credibility of the message is dependent on the media channels, so their CSR messages should be disseminated through independent media organization instead of their own sources.


## 6.3 Limitations and directions for further research

There are several limitations to this study, which present opportunities for future research.

Respondents' perception of the CSR media channel should be pre-tested to confirm they have a neutral perception of it. The CSR message context should be pre-tested to ensure respondents do not have strong opinions towards the CSR media channel. Whether the source of skepticism towards the CSR message stems from the manipulated message content or the

message context needs to be checked.

This research used a manipulated experiment with fictitious CSR messages. The research method has the advantage of avoiding brand influence and other influencing variables which might bias evaluation of CSR message. Research implemented in a realistic setting might lead to different results. Brand influence affects customers' perception of the CSR campaigns. Future research should try to investigate the effect of CSR motives and commitments in a real context and determine the extent to which brand influence affects customers' perception of CSR efforts.

Moreover, this study categorizes CSR motives into three dimensions, public-serving, self-serving and hybrid. However, Ellen, Web and Mohr (2006) divided CSR motives into four types: strategic-driven, egoistic-driven, value-driven and stakeholder-driven. This classification is more accurate and specific. Future research should explore the different effects of this extended four dimensional motives scale on customers' attitudes and behaviors.

Additionally, this article only investigates the effect of CSR motives and commitments on customers' evaluations and decision-making. The effects of other CSR features, such as CSR target, CSR fitness, CSR media channel on the dependent variables used in this research also need to be investigated. For instance, future research should probe into which media channel is more effective in generating positive customers' attitudes (trust in the company, liking for the company) and higher behavioral intentions (purchase intention, recommendation intention).

Furthermore, the dependent variables in this study should also be extended in future research. Satisfaction, loyalty and commitment and repeat patronage intentions, are important customers' attitudes and behavioral intentions towards the company, shall also be incorporated into the investigation of the relationship between CSR and customers' responses.

In addition, this study analyzed the direct relationship between CSR and customers' responses. The interactions between the customers' responses were not explored. Future research might investigate the relationship between the skepticism towards the CSR message, trust in the company, liking for the company, purchase intention and recommendation intention. For example, the mediating role of consumer trust in CSR evaluation frameworks could be a future study interest.

What is more, this research only focused on one specific customer group, Chinese students. Future research would be comprehensive and representative if extended to other groups with an increased sample size. The future research could also investigate how demographics (e.g. gender, age, income, education level, occupation, etc) and personalities (e.g. egocentric versus

altruistic) affect the perception and response of CSR.

Besides, this paper focused on the effects of CSR motives and commitments on the consumer stakeholder group. Future research should investigate perceptions of other stakeholder groups (investors, suppliers, employees. etc) towards the CSR programs, and their attitudes towards the company and intended behaviors. These stakeholder groups are also as important as customer stakeholder group to a company's development.

Finally, another interesting avenue for future investigation would be a cross-cultural study to assess how culture affects customers' perceptions of CSR efforts and to what extent these perceptions differ in influencing customers' company evaluation and decision making.

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# Appendix

## Appendix A The CSR messages

**Type 1.The CSR message conveying public-serving motive and long-term commitment**

### Chinese version



### English translation

Hua Xin company was built in 2000, located in Beijing, is a large Chinese food company and produces breads, cakes, refreshments, cafe and juice, etc. It is dedicated to offer the best quality food products for customers. Since 2003, the company has actively participated in social responsible initiatives in the following way:

In order to care underprivileged children's health, every June the company donates 90% month revenue of bread automatically and directly to the "Hope" primary schools for offering underprivileged children with healthy breakfast. In order to help them grow healthily, on every June 1st, the company also organizes employers and employees to celebrate International Children's Day with the underprivileged children and offer them breads. This program has been offered for the past 10 years and will continue in the future.

**Type 2. The CSR message conveying public-serving motive and short-term commitment**

**Chinese version**



**English translation**

    Hua Xin company was built in 2000, located in Beijing, is a large Chinese food company and produces breads, cakes, refreshments, cafe and juice, etc. It is dedicated to offer the best quality food products for customers. Last year was the National Children's year and the company started to participate in social responsible initiatives in the following way:

    In order to care underprivileged children's health, in June, the company donated 90% month revenue of bread automatically and directly to the "Hope" primary schools for offering underprivileged children with healthy breakfast. In order to help them grow healthily, on June 1$^{st}$ last year, the company also organized employers and employees to celebrate International Children's Day with the underprivileged children and offer them breads.

**Type 3. The CSR message conveying self-serving motive and long-term commitment**

**Chinese version**



**English translation**

Hua Xin company was built in 2000, located in Beijing, is a large Chinese food company and produces breads, cakes, refreshments, cafe and juice, etc. It is dedicated to offer the best quality food products for customers. Since 2003, the company has actively participated in social responsible initiatives in the following way:

In order to celebrate International Children's Day, every June the company launches a one-month bread promotion activity with the slogan "The more bread you buy, the more you contribute to the underprivileged children's health". After the campaign, the company donates 10% month revenue of the promotion to the "Hope" primary schools for offering underprivileged children with healthy breakfast in order to help them grow healthily. This program has been offered for the past 10 years and will continue in the future.

**Type 4. The CSR message conveying self-serving motive and short-term commitment**

**Chinese version**



**English translation:**

Hua Xin company was built in 2000, located in Beijing, is a large Chinese food company and produces breads, cakes, refreshments, cafe and juice, etc. It is dedicated to offer the best quality food products for customers. Last year the company started to participate in social responsible initiatives in the following way:

Because last year was the National Children's year, the company responded actively to the government's call "Developing the undertakings of children protection, education and welfare". In order to celebrate International Children's Day, in June, the company launched a one-month bread promotion activity with the slogan "The more bread you buy, the more you contribute to the underprivileged children's health". After the campaign, the company donated 10% month revenue of the promotion to the "Hope" primary schools for offering underprivileged children with healthy breakfast in order to help them grow healthily.

**Type 5. The CSR message conveying hybrid motive and long-term commitment**

**Chinese version**

**经济**

**华心举办公益促销活动，帮助贫困儿童健康成长**

作者 综合　2013-05-10 18:13:21

北京华心公司建于 2000 年，是一家中国大型食品公司，该公司生产经营蛋糕、面包、点心、咖啡、果汁等产品，致力于为消费者提供质量最好的食品。从 2003 年开始，该公司积极地参与公益事业，承担起作为企业的社会责任：为了关心贫困儿童的健康，每年 6 月该公司组织为期 1 个月的"买面包资助贫困儿童"的公益促销活动，鼓励消费者购买面包从而提高销售额。促销活动结束后，公司把该月面包收入的 50% 捐给希望小学为贫困儿童提供健康早餐。消费者买的面包越多，公司的收入就越高，因而对贫困儿童的捐助也就越大。为了帮助他们健康成长，每年六一儿童节该公司组织管理层和员工为贫困儿童庆祝节日，并带给他们面包。这个项目在过去的 10 年从未间断，并且在未来也会继续进行。

评论(2)

**English translation:**

Hua Xin company was built in 2000, located in Beijing, is a large Chinese food company and produces breads, cakes, refreshments, cafe and juice, etc. It is dedicated to offer the best quality food products for customers. Since 2003, the company has actively participated in social responsible initiatives in the following way:

In order to care underprivileged children's health, every June the company launches a one-month bread promotion activity with the slogan "The more bread you buy, the more you contribute to the underprivileged children's health". After the campaign, the company donates 50% month revenue of the promotion to the "Hope" primary schools for offering underprivileged children with healthy breakfast. In order to help them grow healthily, on every June 1$^{st}$, the company also organizes employers and employees to celebrate International Children's Day with the underprivileged children and offer them breads. This program has been offered for the past 10 years and will continue in the future.

**Type 6. The CSR message conveying hybrid motive and short-term commitment**

**Chinese version**



**English translation:**

Hua Xin company was built in 2000, located in Beijing, is a large Chinese food company and produces breads, cakes, refreshments, cafe and juice, etc. It is dedicated to offer the best quality food products for customers. Last year the company started to participate in social responsible initiatives in the following way:

Because last year was the National Children's year, the company responded actively to the government's call "Developing the undertakings of children protection, education and welfare". In order to care underprivileged children's health, in June, the company launched a one-month bread promotion activity with the slogan "The more bread you buy, the more you contribute to the underprivileged children's health". After the campaign, the company donated 50% month revenue of the promotion to the "Hope" primary schools for offering underprivileged children with healthy breakfast. In order to help them grow healthily, on June 1$^{st}$ last year, the company also organized employers and employees to celebrate International Children's Day with the underprivileged children and offer them breads.

# Appendix B The Questionnaire

## The Chinese version

尊敬的各位先生/女士：

    我是荷兰屯特大学的一名在读研究生，最近我在做关于企业社会责任的毕业论文。为了收集相关数据，现在需要您的配合来帮助我完成这次调研。

    非常感谢您愿意参加这次调研，它将占用您大约15分钟的时间。接下来您将会看到一篇关于企业社会责任活动的报道。请您仔细阅读，随后会有一些关于该活动，该公司以及您个人信息的问题，请按照您的真实意愿和情况认真作答。

    问卷采取不记名的方式，所获取的资料仅作为学术研究，无任何商业目的，不会做任何披露，请您放心作答。

    在此，再次对您的支持表示衷心的感谢！

    祝好，
    倪超

## 第一部分

以下短文是摘自《南方周末》的一篇报道，内容是关于国内某食品公司的企业社会责任活动，请您仔细阅读材料，并回答后面的问题：

在上述材料所描述的活动中，该公司帮助了哪类人群：

A. 残疾儿童
B. 老人
C. 孕妇
D. 贫困儿童
E. 孤儿

## 第二部分

下面列出的是一些观点和想法，您赞同或反对这些说法？请根据您对上述短文的理解和感知对各项表述做出选择。

| 企业社会责任活动的动机 | 完全不同意 | 不同意 | 有一点不同意 | 既不同意也不反对 | 有一点同意 | 同意 | 完全同意 |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1. 这个公司觉得帮助社会在道德上是义不容辞的。 | | | | | | | |
| 2. 这个公司主要是为了回馈社会而不是为了受益自己。 | | | | | | | |
| 3.这个公司更关心自己获利。(R) | | | | | | | |
| 4. 这个公司从事企业社会责任活动是因为它觉得有义务去承担社会责 | | | | | | | |

| 任而不是被金钱利益所驱使。 | | | | | | |
|---|---|---|---|---|---|---|
| 5. 这个公司从事企业社会责任活动主要是基于金钱的利益而不是道德信仰。（R） | | | | | | |
| **企业社会责任活动的时间维度** | 完全不同意 | 不同意 | 有一点不同意 | 既不同意也不反对 | 有一点同意 | 同意 | 完全同意 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. 在很长的时间内，这个公司对企业社会责任活动有兴趣。 | | | | | | |
| 7. 这个公司长期致力于从事企业社会责任活动。 | | | | | | |
| 8. 这个公司从事企业社会责任活动已经很长时间了。 | | | | | | |
| 9. 对我而言，这个公司的企业社会责任活动只进行了较短的时间。(R) | | | | | | |
| **对企业社会责任活动报道信息的质疑** | 完全不同意 | 不同意 | 有一点不同意 | 既不同意也不反对 | 有一点同意 | 同意 | 完全同意 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. 我认为这篇企业社会责任活动报道中的信息旨在误导消费者而不是告知消费者。 | | | | | | |
| 11. 我不相信这篇企业社会责任活动报道中的信息。 | | | | | | |
| 12. 我认为这篇企业社会责任活动报道中的信息有夸张的成分。 | | | | | | |
| 13. 我相信这篇企业社会责任活动报道中的信息是真实的。(R) | | | | | | |
| **对公司的信任** | 完全不同意 | 不同意 | 有一点不同意 | 既不同意也不反对 | 有一点同意 | 同意 | 完全同意 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. 我相信这个公司。 | | | | | | |
| 15. 这个公司是诚实的。 | | | | | | |
| 16. 我不相信这个公司告诉我的东西。(R) | | | | | | |
| 17. 这个公司是真诚的。 | | | | | | |
| 18. 我感觉这个公司不会欺骗我。 | | | | | | |
| **对公司的喜欢** | 完全不同意 | 不同意 | 有一点不同意 | 既不同意也不反对 | 有一点同意 | 同意 | 完全同意 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. 我喜欢这个公司。 | | | | | | |
| 20. 相比较其他同类公司我更喜欢这个公司。 | | | | | | |
| 21.我对这个公司印象较好。 | | | | | | |
| 22.我关于这个公司的看法是良好 | | | | | | |

| | 完全不可能 | 不可能 | 有一点不可能 | 可能性适中 | 有一点可能 | 可能 | 完全可能 |
|---|---|---|---|---|---|---|---|
| 的。 | | | | | | | |
| 23. 我对这个公司的感觉是积极的。 | | | | | | | |
| **购买意愿** | 完全不可能 | 不可能 | 有一点不可能 | 可能性适中 | 有一点可能 | 可能 | 完全可能 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. 我打算在不久的将来购买这个公司的产品。 | | | | | | | |
| 25. 我不会犹豫在短期之内购买这个公司的产品。 | | | | | | | |
| 26. 相比较其他同类公司，我更愿意购买该公司的产品。 | | | | | | | |
| 27. 如果我计划购买该类型的产品，我会选择从该公司购买。 | | | | | | | |
| 28. 我愿意多花一些钱购买该公司的产品。 | | | | | | | |
| **推荐意愿** | 完全不可能 | 不可能 | 有一点不可能 | 可能性适中 | 有一点可能 | 可能 | 完全可能 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 29. 我会在别人面前称赞这个公司。 | | | | | | | |
| 30. 我会和别人谈论这个公司好的方面。 | | | | | | | |
| 31. 我会告诉更多的人关于这个公司。 | | | | | | | |
| 32. 我会经常在别人面前提到这个公司。 | | | | | | | |
| 33. 我会建议人们购买这个公司的产品。 | | | | | | | |

## 第三部分

请填写您的个人信息：

| | | | | |
|---|---|---|---|---|
| 34. 您的年龄 | | | | |
| 35. 您的性别 | 男 | | 女 | |
| 36. 您最高的教育水平 | 专科及以下 | 本科 | 硕士 | 博士及以上 |

**The English version:**

Dear participant,

   I'm a master student in University of Twente, recently I'm doing my master thesis whose topic is about corporate social responsibility. Now I need your cooperation to help me with this survey in order to collect the data.

   Thank you very much for your willingness to participate in this study, which will take approximately 15 minutes of your time. In the following you will see an article about the corporate social responsibility (CSR) campaign. Please read the article carefully. Afterwards some questions will follow about the message, the company and your demographics information, please answer seriously according to your real feeling and condition.

   The survey is purely for academic research without any commercial purpose, your participation in this research is anonymous, please answer without any worries. Thanks for your support and cooperation!

   Best wishes
   Chao Ni

# First section:

   The following article is about the corporate social responsibility (CSR) campaign of one Chinese company, which is picked from the newspaper "Southern Weekend", please read carefully and answer the questions:

**Control question:**

In this campaign, which kind of people did the company help:

A. The disabled children
B. The aged
C. The pregnant women
D. The underprivileged children
E. The orphans

# Second section:

Please read the following statements and indicate the extent to which you agree or disagree with it according to your perception from the above text.

| CSR motive | Completely disagree | Disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Agree | Completely agree |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1.This company feels morally obliged to help society. | | | | | | | |
| 2. This company is primarily trying to benefit society not itself. | | | | | | | |

| | Completely disagree | Disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Agree | Completely agree |
|---|---|---|---|---|---|---|---|
| 3. This company cares more about making profits. (R) | | | | | | | |
| 4. This company engages in this CSR effort because it feels obliged to act socially responsible instead of being driven by the potential economic effects. | | | | | | | |
| 5. This company's CSR effort is primarily based upon monetary benefits rather than moral conviction. (R) | | | | | | | |
| **CSR commitment** | Completely disagree | Disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Agree | Completely agree |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. This company has a long-term interest in socially responsible initiatives. | | | | | | | |
| 7. This company is dedicated to engage in CSR campaigns in the long term. | | | | | | | |
| 8. This company has been engaging in CSR campaigns for a long time. | | | | | | | |
| 9. It seems to me that this company is committed to its social obligations only for a short period of time. (R) | | | | | | | |
| **Skepticism toward CSR message** | Completely disagree | Disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Agree | Completely agree |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I think that the CSR message is intended to mislead rather than to inform consumers. | | | | | | | |
| 11. I do not believe this CSR message. | | | | | | | |
| 12. I think that this CSR message exaggerates. | | | | | | | |
| 13. I believe that this CSR message is true. (R) | | | | | | | |

| Trust in the company | Completely disagree | Disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Agree | Completely agree |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. I trust this company. | | | | | | | |
| 15. This company is honest. | | | | | | | |
| 16. I do not believe what this company tells me. (R) | | | | | | | |
| 17. This company is sincere. | | | | | | | |
| 18. I feel that this company will not try to cheat me. | | | | | | | |
| **Liking for the company** | Completely disagree | Disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Agree | Completely agree |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. I like this company. | | | | | | | |
| 20. I prefer this company over other similar companies. | | | | | | | |
| 21. I have a good impression of this company. | | | | | | | |
| 22. My opinion about this company is favorable. | | | | | | | |
| 23. I have positive perception of this company. | | | | | | | |
| **Purchase intention** | Not at all probable | Improbable | Slightly improbable | Moderately probable | Slightly probable | Probable | Completely probable |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. I intend to purchase from this company in the near future. | | | | | | | |
| 25. I will not hesitate buying from this company anytime soon. | | | | | | | |
| 26. I'd rather buy from this company than other similar companies. | | | | | | | |
| 27. If I am planning to buy a product of this type, I will choose to buy from this company. | | | | | | | |
| 28. I am willing to pay | | | | | | | |

| | Not at all probable | Highly improbable | Slightly improbable | Moderately probable | Slightly probable | Highly probable | Completely probable |
|---|---|---|---|---|---|---|---|
| a little more for buying products from this company. | | | | | | | |
| **Recommendation intention** | Not at all probable | Highly improbable | Slightly improbable | Moderately probable | Slightly probable | Highly probable | Completely probable |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 29. I will speak favorably about this company to others. | | | | | | | |
| 30. I will talk about this company's good sides with others. | | | | | | | |
| 31. I will tell more people about this company. | | | | | | | |
| 32. I will mention this company to others quite frequently. | | | | | | | |
| 33. I will recommend people to buy products from this company. | | | | | | | |

# Third Section:

Please indicate your personal information:

| 34. How old are you? | | | | |
|---|---|---|---|---|
| 35. What's your gender? | Male | | Female | |
| 36. What's your highest education level? | Polytechnic degree and below | Bachelor | Master | PHD and above |

# Appendix C The Interview Transcription

## Demographics information of respondents:

Respondent 1: female, 24, bachelor
Respondent 2: female, 23, bachelor
Respondent 3:  male, 23, bachelor
Respondent 4: female, 21, bachelor
Respondent 5: male, 24, bachelor
Respondent 6: female, 23, bachelor
Respondent 7: male, 20, has not finished bachelor
Respondent 8: male, 24, bachelor
Respondent 9: female, 23, bachelor
Respondent 10: male, 24, bachelor

## Interviews transcriptions:

| 1. | When can you say that a company is doing good for society? |
|---|---|
| No.1 | I heard from reliable report or what is seen and heard<br>Direct good things: donation through a normal and professional system<br>Indirect good things: environment protection, caring the aged, the disabled and children. |
| No. 2 | Companies donate money or materials to society and charities or directly to the people in need such as children and people who have diseases. I suggest doing good for society and making profits should not be bond together. |
| No. 3 | Help the disadvantaged groups and promote the development of society, invest on scientific research and environment protection. Company should do good things for a long time instead of temporal short period (e.g. natural disaster). For example, caring for autistic children should be all the while instead of during some certain time. |
| No. 4 | I think companies should do their own business well first, like make sure products and service quality. Besides that, if they are still willing to contribute to society, help the disadvantage groups, that's honorable. |
| No. 5 | The companies want to spend some of their revenues on helping disadvantages groups, which government can't help. Invest in public facilities such as body-building apparatus. |
| No. 6 | The companies should first make sure the products quality in order to protect customers' interests.  If companies have extra energy, they should also do some charity activities such as donating money to "hope project", supporting earthquake relief work or increasing jobs opportunities within their ability to help the society. |
| No. 7 | Companies do things should consider the social benefits instead of wholly pursuing their own profits. I feel good about activities from which companies don't make profit from it directly, for example, if companies donate money gratuitously to disaster areas when earthquake happened, although they may benefit from it in the long term, such as enhancing corporate image and influence. However, if companies bond activities with their own benefits directly, such as promotion program "buying one product=donating 1 yuan to hope project", I would feel revoltive, because I think such companies are primarily based on own profits and they donate money by using my money instead of theirs. |
| No. 8 | When companies protect the environment, support the community, create jobs, promote economics, help residents, underprivileged children, the aged. |
| No. 9 | Donation, charitable activities, caring for AIDS patient, support building disaster area. |
| No. 10 | Every company is profit-oriented, even CSR activities are also aimed at profits. Only anonymity is good thing, hype and media exposure is advertisement in order to be popular, rather than do good things.<br>Companies should do good things, however, they should focus on employees' benefits |

instead of society. Paying taxes is already contributing to society.

CSR is not indispensable duty. Being a successful and healthy company and accomplish their own job is already a good thing to society, because they can produce safe products, enhance jobs creations and increase the GDP.

Conclusion:

1.Four respondents mentioned children, one respondent referred hope project which is related with children and three indicated disadvantages groups, to which children belong.

2.Four respondents referred that donations can be treated as good things.

3.Three respondents mentioned company's basic task, namely product's quality and safety belong to good things.

4.Two respondents think good things should not be linked with making profits.

5. One mentioned good things should be anonymity.

## 2. How would you describe corporate social responsibility?

| No.1 | CSR is not only fulfill its responsibility but also a strategy of marketing and enhancing corporate image and corporate culture. |
|---|---|
| No. 2 | Companies benefits from society, so that they have responsibility to recompense and reciprocate. The more they gain, the more they should contribute to society. |
| No. 3 | CSR is not companies' indispensable responsibility, it's voluntary rather than compulsory. When the company has enough money and power, they should contribute more to society. What's more, CSR should not only focus on one field, but cover all of the aspects to propel the development of society and economics all-sided, defend stability of society. |
| No. 4 | As I said above, the companies should first accomplish their necessary responsibility, such as products quality and paying tax, guarantee the consumers' benefits. |
| No. 5 | Companies benefits from public, they should pay back to the public. There are many ways: donation, organize activities of love, help building library, etc |
| No. 6 | CSR is advantageous to build good corporate image. Apart from producing products with good quality, the companies should participate in charity activities, respond to government's call and fulfill their social responsibility. |
| No. 7 | Companies should spend part of their profits to support environment, community and the development of whole society. CSR is becoming more and more important, and attracts more and more attention. CSR is indispensable for a company to manage their business, it is a virtuous cycle: companies exploit social resource and to some extent gender harmful effects on society, such as environment, therefore they should actively compensate the negative influence and contribute to society, which in turn makes customers have a favorable perception of them, so that companies can develop much stronger with the support of customers. |
| No. 8 | I divide corporate social responsibility into two levels, one is basic responsibility, such as protecting natural and living environment and guaranteeing product's quality; the higher level is caring public's life and helping disadvantaged groups, increasing people's happiness index. Companies should fulfill both two levels responsibilities, not only doesn't make the society poorer but also makes the society better. |
| No. 9 | Companies should contribute to society apart from making profits. Although companies are aimed at pursuing profits, companies should participate in some charitable activities in order to broadcast benevolent ideas and guide the correct social values. Companies are supposed to take their employees' benefits into consideration, for instance, caring for the retired staff and granting allowance for the workers who got work-related injury and caring employees both spiritual conditions and economics condition. They also need to protect customers' benefits, such as producing eligible and safe products instead of putting melamine into the milk powder. The companies should also pay respect to disadvantaged groups. |

| No. 10 | Companies should do their own job well and don't become social burden, for example, some state-owned enterprises can't make profits so that are depended on government support and salvation.<br><br>First, companies should survive in the competitive economic environment to realize their values.<br><br>Second, companies should take their employees' benefits into account and build a good working environment for them.<br><br>Third, then if they have redundant money and resources they can donate to society and help people in need such as underprivileged children, which in turn makes itself more popular. |
|---|---|

Conclusion:

1. Five respondents divided CSR into two levels, one is basic responsibility, protect customers' benefits, namely product's quality and safety; the other is higher level responsibility, care about society's benefits, such as disadvantaged groups. Companies should first fulfill their basic level responsibilities then if they have extra money and energy, they can contribute to society. Similarly respondent No.3 indicated that CSR is not companies' indispensable responsibility and is voluntary rather than compulsory;
2. One respondent suggested Companies should not only focus on one field but cover all of the aspects of CSR activities.
3. Two respondents indicated employees' benefits.
4. Two respondents mentioned donation again.
5. Three respondents mentioned that companies can also benefit from CSR activities, such as enhancing corporate image and make profits from them.
6. Three respondents referred underprivileged children again.

## 3. What's your general opinion about corporate social responsibility?

| No.1 | It's important and is a double-edged sword. It has advantages and a good strategy for a company, but it can also backfire, because of the negative coverage and the downside exposure by the media. Nowadays some companies take advantage of CSR activities to beautify their corporate image for example donating money, however, finally broke its promise. I agree with and support CSR activities but I hope it can be normalized and transparent and I hate companies doing CSR to make a show. |
|---|---|
| No. 2 | As I said before, I hate that the companies connect their economics interest with the CSR activities, for example, one mineral water brand " nong fu shan quan" they conducted CSR campaign with the slogan " one bottle=1 cent donation", I feel annoying, they should not mention take advantage of CSR to achieve their commercial profits. It's better they just directly donate money to people in need without mentioning their promotion aim, which seems more sincere. |
| No.3 | Companies should take their social responsibility, customers support them, they should also contribute to the people who helped them before. CSR broadcasting should exert an imperceptible influence on enhancing brand value instead of hype. |
| No. 4 | I think nowadays many companies don't care about society so much, most of them pay more attention to their own interest, although there are a lot of reports about CSR activities, I think they exaggerate and they didn't keep their promises. Therefore I really advocate companies can pay more attention to social benefits. |
| No. 5 | I support CSR activities, companies are different in their abilities, they are voluntary to do good to society according to their real competence. We can't blame those companies which aren't engaged in CSR activites. |

| No. 6 | I advocate CSR activities, it's one of companies' responsibilities. CSR will not only benefit companies themselves, but also help other people and the whole society. However, the sincerity is very important, companies should not do CSR activities only for face and reputation. What's more, as I said before, the products and services are the dominant tasks for companies, they should first perform their own duties, and then participate in other prosocial things such as CSR activities. If one company produces bad quality products, even it donates money to charities, I will not agree with its behaviors and will not support such companies. |
|---|---|
| No. 7 | Overall I have affirmative attitudes towards CSR activities, it's the trend of society development. Nowadays many problems such as environment pollution, disparate development occurred, therefore CSR attracts more attention, it a product with the era development. CSR can be divided into two parts, one is inner CSR, whose objects refer to employees' benefits and corporate culture; the other is the exoteric CSR, whose objects refer to society and environment. |
| No. 8 | I advocate CSR activities, because it's beneficial to society. However, nowadays in China, a lot of companies don't fulfill its basic obligations, let alone the higher level responsibilities. I'm just a student, I have no income, I care only about quality and price of products, CSR has no influence on me, I will not blame companies don't participate in CSR activities, if only they produce good products, that's fine for me. |
| No. 9 | I advocate CSR activities, but the companies should really carry out instead of only shouting slogans. Companies should fulfill their responsibilities, make sure the quality in order to acquire customers' positive feedback. However, CSR activities are not forced and imperative. Companies should first take their employees' interest into account, if they have extra energy and money, they can do other goods to help the society. |
| No. 10 | I have positive attitudes towards the CSR idea. No matter the companies are aimed at what, if only they do good things and the results are good, that's nice. I don't believe the pure motivation, most of the companies which are engaged in CSR activities have impure motivations. For example, Yaan earthquake happened, although some companies are not willing to donate money, they have to do that owing to the pressure from public opinion. But no matter their motivation, even if only 50 % of donation can reach disaster victims, that's nice. However, there are some companies selling horse meat as beefsteak, using CSR campaigns as a stunt to sell fake products, such as counterfeit drug and milk powder. If they don't propaganda and customers were trapped, it's customer's own problem, however black heart businessmen make use of customer's sympathy and trust to cheat them. For example, they support milk powder company's charitable campaign "buying one bag of milk powder= 1 yuan donation to underprivileged children", finally their own children got disease because of the poisonous products. Such dark minded businessmen should feel guilty and customers should increase their discriminative power and be careful in order not to be trapped. |

Conclusion:
1. 7 respondents indicated CSR activities are important and they have positive attitudes towards CSR.
2. One respondent indicated CSR activities should not bond with profits.
3. Five respondents mentioned they care about whether the companies make their promise, really carry out the CSR and CSR activities should be normalized and transparent.
4. Four respondents think many companies doing CSR activities only for make a show and propaganda.
5. Two respondents indicated most of the companies have impure motivations and only care about their profits.
6. Two respondents mentioned CSR is not forced but voluntary, doing CSR activities should in

accordance with their competence.
7. Two respondents mentioned CSR are win-win strategy.
8. Three respondents think one company should first fulfill its basic obligations, make sure the products quality, and then if they have extra money, they can realize its higher level responsibilities.
9. One respondent indicated CSR can be divided into two parts, one is inner CSR, whose objects refer to employees' benefits and corporate culture; the other is the exoteric CSR, whose objects refer to society and environment.
10. One respondent said I'm just a student, I have no income, I care only about quality and price of products, CSR has no influence on me
11. One respondent emphasizes the importance of sincerity.

| 4. What is your attitude towards companies that engage in CSR campaigns? | |
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| No.1 | Some companies appear to be not professional in doing CSR activities, which leads to negative perception. If the companies want to do CSR activities, they should be transparent, making a show seems not sincere, companies should contribute to society. |
| No. 2 | Companies should do CSR activities, however, they should not combine their own profits with charitable activities. They can earn profits in other fields not in social responsible things, or I have negative perception about this company. |
| No. 3 | Most of the companies are engaged in CSR activities in order to attract attention and promote their sales. Some companies are wise to balance the benefits between themselves and the society. I believe the companies which do the CSR activities for a long time must have much money and many materials. |
| No. 4 | I perceive companies which are engaged in CSR activities are benevolent, however I revolt about the media coverage and hype, for example, nong fu shan quan, any bottle of water you buy, 1 cent will be donated, such kinds of things I feel negative, because good things don't need to be reported, everyone will know that finally. |
| No. 5 | Companies should take their social responsibility and do beneficial things to society, I don't revolt the broadcasting of CSR activities, if they really did good to society, that's ok, I don't care whether companies profit by such activities. |
| No. 6 | Companies which are engaged in CSR activities not only focus on products' quality, the management and operation of the whole company but also take an active participation in CSR activities and contribute to society. However, there are some companies' CSR performance is aimed at face saving and beautifying corporate image, but they ignore the products' quality and produces unqualified products. I feel bad about such companies. |
| No. 7 | Every company is based on pursuing profits, in present China, CSR activities are advanced ideas, because many companies have not taken their actions. CSR is a wise marketing strategy to beautify their corporate image and make profits. |
| No. 8 | If I don' know the details about CSR activities, I have positive attitudes, but I have strong hint that no matter companies do what, they are aimed at making profits. Therefore I have neutral attitudes towards the companies which are engaged in CSR activities.<br>My evaluation of a company is dominated by corporate culture, products' ideas and quality, CSR performance is the peripheral factor, is "more flowers on the brocade" not "fuel in snowy weather".<br>For example, I love one of the outdoor articles companies called North face, whose corporate culture is "never stop exploring", I don't care whether it has CSR activities or not. |
| No. 9 | I support such kind of companies which are engaged in CSR activities. CSR performance is corporate marketing strategy, it's good to achieve win-win, not only enhancing corporate image, but also contributing to society. It is virtuous circle: enhancing corporate image, then companies can earn more money, therefore they can spare more money on CSR activities. However, promotion program for example "1 bottle of water=1 cent donation to disaster area", I don't know whose pocket my donation finally go to. |

| No. 10 | Companies make use of CSR activities to enhance their images, broadcasting and advertisement are win-win strategy, which are normal activities. I don't have negative perception, if only there are no scandals exposed. |
| --- | --- |
| | The companies who involved in scandals are more disgusting than the ones which didn't participate in CSR activities. In China there is a proverb "It's better to be a true villain than a hypocritical gentleman." If I didn't participate, I will not have so much negative perception, however, if I spend my money to support the CSR campaign, and they abuse my money, I would feel cheated and very negative. The more I know the products, the more I trust the company, CSR can add positive points for my impression. |

**Conclusion:**

Many respondents believe CSR is a win-win strategy, a wise marketing strategy as broadcasting and advertisement in order to enhance their images.

Some don't care whether companies make profit or not but some think companies should not combine CSR with profits.

Some revolt about the media coverage and hype and believe good things don't need to be reported, however others think they don't revolt the broadcasting of CSR activities, if they really did good to society, that's ok.

Their evaluation of a company is dominated by corporate culture, products' ideas and quality, CSR performance is the peripheral factor. If the quality is bad and some scandals were exposed, they feel very negative.

## 5. To what extent do the motives (public-serving, self-serving, hybrid) behind a CSR campaign influence your attitude (skepticism) towards CSR and towards the company (trust, liking) and your intended behaviors (purchase intentions and recommendation intentions)?

| No.1 | **Skepticism:** |
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| | **General:** I think companies are engaged in CSR activities to make profit, conduct brand marketing, and of course at the mean time help the society, it's a kind of mutual benefits. |
| | Public-serving motive: I don't believe the companies which purely contribute to society exist, therefore I'm skeptical about the motives and the CSR activity message. |
| | Self-serving motive: I believe the true motive behind the CSR activity, that is making profit for the company itself, so I don't doubt the motives and the message. |
| | Hybrid motive: I don't suspect the win-win motive, actually it's the best trustworthy motive for me. |
| | If the message comes from the media with high public credibility, I intend to believe the message and if it is coming from the company's own source, I'm skeptical about that. |
| | **Evaluation awareness:** |
| | When I evaluate the company, if the CSR activities are successful, I will call to remembrance, and I support such kind of prosocial stuff, however I will more consider the core competitiveness of the company. |
| | **Trust in company:** |
| | Public-serving motive: I trust this kind of companies because it has social responsibility. |
| | Self-serving motive: I don't trust this kind of companies if only the quality of products is good, because companies which are selfish will not care about customer's benefits. |
| | Hybrid motive: I trust the companies whose CSR efforts are based on hybrid motive, because that's the reality that every normal company should do, balancing its own benefits and the social benefits. |
| | **Liking for the company:** |

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| | Public-serving motive: I like this kind of companies because they care about society and contribute to society |
| | Self-serving motive: I like this kind of companies because they are smart, they use CSR as a strategy and they have professional team to manage that. |
| | Hybrid motive: I like this kind of companies most because they are wise to balancing the benefits between itself and society and deal with the relationship between itself and stakeholders. |
| | **Behaviors:** |
| | **General**: |
| | **Awareness:** When I purchase, CSR can slightly influence my consumption consciousness, because the CSR has already melt in the whole corporate brand and image. However, it is not enough to influence my final purchase decision, only the quality is the main factor will be considered. |
| | **Transferral:** My behavioral reaction is based on my experience of the product before and the price as well as quality, not CSR activity. Usually the companies which are engaged in CSR activities have more financial power and physical resources than the companies which don't do the CSR activities and the price of the former one is also higher than the latter one, so if the quality is not bad, I prefer to buy the products with lower price from the small companies without CSR activities. |
| | **Purchase intention:** Price, service and products quality as well as public credibility are the most important factors I will consider when I purchase. CSR has no influence on my purchase behavior. |
| | **Recommendation intention:** If only the products are cheap and good, I will recommend them to my friends. However, if I recommend products to eldership and leaders, I will consider the companies which did good things to society with positive and reliable image, because they have good economic condition and have more energy to consider other factors. |
| No. 2 | **Skepticism:** **General:** I always judge the motives behind the CSR campaigns, I doubt whether they are only making a show. Because I'm curious and I always want to find out the reasons and estimate the motives behind everything. |
| | Public-serving motive: I support this kind of companies however, I don't believe such extreme actions and this kind of companies exist. |
| | Self-serving motive: I don't doubt because the company tells the truth that they want to make profit. |
| | Hybrid motive: I don't suspect, whether I'm skeptical or not is based on whether the claims of the company are in accordance with their real actions. The first impression for me is important, I try to trust first however, if they break their promise, I will turn my attitudes from positive to negative towards the company. |
| | I'd rather believe the CSR activities which are related to customer's life and ties in with the facts. For example, I will think donating money to children with our country than to African children more convincing and persuasive. |
| | **Evaluation awareness:** If the company has an impressive propaganda about the CSR activity, I will be aware of that when I evaluate the company, such as one instant noodle brand "wu gu dao chang" they broadcast they are non-fried so that in my mind they have a good image therefore I will pay |

attention to that. However, CSR only occupies a small proportion when I evaluation the company, especially when the CSR activities are related to my life and need, they will be impressive.

**Trust in company:**
Public-serving motive: I don't believe this kind of companies, because no company can purely consider for society and sacrifice its own interests.

Self-serving motive: I believe this kind of companies, because they tell the truth.

Hybrid motive: I believe 80%, but it depends on their subsequent behaviors, if they do as what they claimed and promised, I will continue trusting them, it's a dynamic process, it's not static.

**Liking for the company:**
Public-serving motive: Because I don't trust this kind of companies, I will not like them, they are liars, it doesn't accord with the reality, no one can do that. For example because I don't trust "nong fu shan quan", I'm not fond of it, if there are substitutes, I will not buy it.

Self-serving motive: I have no idea about this kind of company, because they are normal, not good not bad, I have neutral attitudes toward this kind of companies.

Hybrid motive: I love this kind of companies best, since on the one hand, it did in accordance with the reality and on the other hand, it has a benevolent personality to contribute to society. It is fair and reasonable.

**Behaviors:**
**General:**
**Awareness:** When I purchase, CSR doesn't influence so much, the companies do good in CSR, I will prefer to try them first, but the quality is the main factor for my final decision. And I will talk about these kinds of CSR things with my friends, but I will not persuade them to buy.

**Transferral:** My attitudes toward the company will transfer to the real behavioral action.

**Purchase intention:**
Public-serving motive: I will not buy products from this kind of companies.

Self-serving motive: it depends on the quality of the products, if the quality is good I will buy, vice versa.

Hybrid motive: If they keep their promises, I will consider to increase my proportion of buying products from this company. But in my mind, price and quality will occupy 90% and the CSR activity and corporate image as well as my impression will only occupy 10%, since I'm just a student, I have no so much income, I can't consider too much, but maybe in the future when I earn more money, I will change the proportion of CSR/price(quality ) to 20%/80%, but still CSR only occupy a small portion, it will not be the main factor.

**Recommendation intention:**
Public-serving motive: I will not recommend to my friends, either, what's worse, I will even say something negative about this company.

Self-serving motive: I will not spare no efforts to recommend to my friends.

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| | Hybrid motive: If they keep promises, I would like to recommend to my friends. |
| No. 3 | **Skepticism:**<br>**General:** I will judge and criticize, some companies us CSR activities as a stunt to attract customer's attention, I will consider their previous behaviors, if they never do such good things before, and actively broadcast this CSR activity, I will guess they want to take advantage of this chance to achieve publicity buildup.<br>Public-serving motive: I don't believe the companies' CSR efforts are purely based on public-serving motive, therefore I'm skeptical about the public-serving motive.<br><br>Self-serving motive: I don't suspect the motive, because the companies tell the true motives openly and I will admire the companies because they have the courage to suffer the pressure from public opinions.<br><br>Hybrid motive: I'm a little skeptical of the hybrid motive, because it is hard for companies to balance the benefits between society and themselves equally once they link the CSR with profits, instead they are more inclined to their own interests.<br><br>If this CSR activity got attention from many media at the same time, I will believe this message, however, if it was reported by only one media organization, I will doubt whether the company invite the media to broadcast its CSR campaign. What's more, if the media is authoritative, I will much more easily to be convinced.<br><br>**Evaluation awareness:**<br>When I evaluate, I will be aware of, because I have enough time to think, and CSR is one of my standards of evaluating a company.<br><br>**Trust in company:**<br>Whether I trust this company or not depends on my previous experience of its products instead of CSR. Quality of products are the precondition when I decide whether to trust a company, if I'm satisfied with the quality, then I will consider CSR, and if I perceive the company has sincere motivation to contribute to society I will trust it more.<br><br>**Liking for the company:**<br>Similar to trust in company, my liking for one company is based on my evaluation of its products instead of CSR activities.<br><br>**Behaviors:**<br>**General:**<br>**Awareness:** When I purchase, it's momentary decision, I will only focus on quality and fashionable degree without consideration of CSR activities. Even I intend to think, sometimes I buy products from the subsidiary company, I can't be reminded of the CSR activities of the parent company. I subconscious perception, for example, when I think of coca cola, I have warm family feelings, but it's not a concrete CSR campaign.<br><br>**Transferral:** My behavioral reaction is based on the product quality, not CSR activity. It's catalyst, but not deciding factor. I will not buy products and recommend to my friends purposely. If I have deep impression about that CSR activity, I will talk with friends, but I will not recommend my friends to buy only according to CSR behavior.<br><br>**Purchase intention:**<br>Quality, price and fashionable degree are the three preconditions I will consider when I purchase a product. If the two products have similar quality, I will prefer the one from the company which does good to society. |

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| | I don't have enough money, therefore I consider practical factors such as price and quality more often than the peripheral factors. |
| | **Recommendation intention:**<br>If the two products have similar quality, I will speak favorably to my friends about the one from the company which does good to society. |
| No. 4 | **Skepticism:**<br>**General:** I will trust based on my first impression and if the CSR is the first year, I'm skeptical about that and if it lasts for a long time, I will trust unless some negative things happened before. I will also judge from the leader's personality, whether I like or not, and also from my previous purchase experience, such as whether the employees are friendly or the environment and atmosphere.<br><br>Public-serving motive: I don't believe such companies exist, therefore I'm skeptical about such CSR messages.<br>Self-serving motive: I don't suspect, because they tell the true motivation.<br>Hybrid motive: I don't doubt, but I have better impression than self-serving, because they are honest and do good to society.<br><br>I suspect more about the reports from the official media, because I think government always want to control negative reports which will damage their image and benefits and broadcast fake good sides. I prefer to trust more about the reports coming from media closer to people's life. But media is only the subsidiary factor, motive is the main factor for me to judge.<br><br>**Evaluation awareness:**<br>When I evaluate a company, I will focus on quality, if only I trust the company, I will consider its CSR activities.<br><br>**Trust in company:**<br>Public-serving motive: Because I don't believe that companies' CSR efforts can purely based on public-serving motive, I don't trust this kind of companies.<br><br>Self-serving motive: I admire this kind of companies which have the courage to expose their real intentions, it seems sincere for me, however,I don't agree with their selfish behaviors, I don't trust this company, because I think such kinds of companies will not produce products with good quality.<br><br>Hybrid motive: I trust this company most, it's sincere and I have best impression of it, because it has responsibility for society.<br><br>**Liking for the company:**<br>Public-serving motive: I like this kind of companies, because they are benevolent to consider for the whole society. But, I'm worried that if they care too much about the outsider, they must to some extent ignore their own employees' benefits.<br><br>Self-serving motive: I don't like the companies, either, because they exploit CSR to make profit.<br><br>Hybrid motive: I love this kind of companies most, they balance every stakeholder's benefits well.<br><br>**Behaviors:** |

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| | **General:**<br>**Awareness:** When I purchase, I will not be aware of the CSR activities unless it's popular and familiar, because I will focus on quality and price.<br><br>**Transferral:** If I have positive impression about the company, for the products I bought before I will repurchase and patronage and for the ones I'm not familiar, I would like to try and I'm also willing to recommend to my friends. If I have negative perception, I will stop buying and switch to other companies and brands.<br><br>**Purchase intention:**<br>When I buy stuff, I will not consider whether I trust or not, I first consider whether I like or not, for me I like something first and then I will trust it, if it turns out to be fake, I will dislike an distrust finally.<br><br>Public-serving motive: Since I like this kind of companies, I will buy from them.<br>Self-serving motive: I think the products produced from this kind of company are shoddy and crap, so I will not buy and let alone recommend.<br><br>Hybrid motive: I like this kind of companies most, therefore I would like to buy and even pay a little more.<br><br>**Recommendation intention:**<br>When I recommend things to my friends, I will consider both trust and like, because I have responsibility for them.<br><br>Public-serving motive: I will not recommend them to my friends because I don't trust them, I have responsibility for my friends.<br>Self-serving motive: I will not buy and let alone recommend.<br>Hybrid motive: I would like to recommend most, since I both trust and like these companies. |
| No. 5 | **Skepticism:**<br>**General:** I don't judge, I'm disposed to trust the CSR reports, unless there are negative reports, I prefer to trust first and then test. It's not propaganda, it's real good things at least they did good to society, it's better than the ones didn't do at all.<br><br>Public-serving motive: I will suspect the motive a little bit.<br><br>Self-serving motive: I will not suspect, because it tells the truth.<br><br>Hybrid motive: I will suspect a little bit, I don't think they can balance the benefits between itself and society evenly, they must be inclined to their own profit.<br><br>I suspect more about the reports from hearsay without confirmation, such as message on microblog, everyone can transmit, it's not reliable. I don't believe the message from companies' own source. I prefer to trust more about the reports coming from media with public credibility. But media is only the subsidiary factor, motive is the main factor for me to judge.<br><br>**Evaluation awareness:**<br>When I evaluate one company, I will consider CSR, but it occupies only a small portion, products and service are the main factors, because as a consumer, I only care about myself and my own interest, products are most related to me and CSR is jus sideline not principal work. Companies should do their principal work well first and if they have extra money and energy, they should do some prosocial activities related to customer's life. |

| | **Trust in company:**<br>Public-serving motive:  Because I don't believe this kind of exaggerated CSR message, I don't trust this kind of companies.<br><br>Self-serving motive: This kind of companies tells the truth, it seems sincere to me, therefore I trust this kind of company.<br><br>Hybrid motive:  I don't trust this kind of companies completely, but more than the public-serving one.<br><br>**Liking for the company:**<br>Public-serving motive: I slightly like this kind of companies.<br><br>Self-serving motive: I don't like this kind of companies.<br><br>Hybrid motive:  I love this kind of companies most<br><br>**Behaviors:**<br>**General:**<br>**Awareness:** When I purchase, I will consider CSR, but it occupies only a small portion, products and service are the main factors, because as a consumer, I only care about myself and my own interest, products are most related to me and CSR is jus sideline not principal work. Companies should do their principal work well first and if they have extra money and energy, they should do some prosocial activities related to customer's life.<br><br>**Transferral:** I care more about products instead of CSR activities, I will not buy products with bad quality even this company contribute a lot to society.<br><br>**Purchase intention:**<br>When I buy stuff, I will not consider CSR so much, because I focus on products, including quality, price, safety.<br><br>If the products are the same or similar, I will prefer to buy from the self-serving companies, because they are honest, never resort to deception or from the hybrid motives company.<br><br>**Recommendation intention:**<br>When I recommend things to my friends, I will not consider CSR so much either, because I focus on products, including quality, price, safety.<br>If the products are the same or similar, I will recommend the self-serving companies and the hybrid motives company to my friends. Recently in China a lot of scandals happened, a lot of companies resort to deception, therefore, for me, honest is the most important. |
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| No. 6 | **Skepticism:**<br>**General:** I will judge and suspect the sincerity, however, it's hard for a customer to tell the true motivation behind CSR activities, therefore it will not cost me so much time on judging.<br><br>Public-serving motive: I will suspect the motive because companies participating in CSR activities must be based on the profits and interests. However, if the products quality of the company is good, I will not suspect too much.<br><br>Self-serving motive: I will not suspect, but if the products quality of the company is bad, I think this kind of company should not exist. |

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| | Hybrid motive: I have neutral attitudes about this kind of companies.<br><br>**Evaluation awareness:**<br>When I evaluate a company, if the CSR activities are popular, I will be aware of and have positive perception.<br><br>**Trust in company:**<br>I trust the company with public-serving motives most and I trust the ones with hybrid motives more than with the self-serving motives. As I believe the companies which care about society's benefits must produce products with high quality, which is more trustworthy.<br><br>**Liking for the company:**<br>Whether I love a company depends on corporate culture and products, if I have no experience with one company, it's hard for me to decide whether I like it or not. Although CSR will not influence too much about my liking for the company, it still will add some positive impression points.<br><br>**Behaviors:**<br>**General:**<br>**Awareness:** When I purchase, I will check the products' quality, such as their quality certificate issued by quality supervision department and price, innovation, appearance, because they are the closed factors related to my own benefits. If all of the above factors are the same, I will consider CSR performance, if it is impressive.<br><br>**Transferral:** If the price and quality of products are the same, I will consider CSR performance which is impressive and widely broadcast by media.<br><br>**Purchase intention:**<br>Young people more care about whether they like the products or not, however I'm mentally mature, therefore I care more about whether I trust the company, so that I prefer to buy from the companies with public-serving motives to the other two motives.<br><br>**Recommendation intention:**<br>My recommendation intention is similar to purchase intention, so that I prefer to recommend the companies with public-serving motives to the other two motives. |
| No. 7 | **Skepticism:**<br>**General:** I will consider about the motivation, because I want to know the activities' aim, and understand what is it for, such as donating money for hope project, I need to know why I should participate, and what I can contribute and where the money will finally go, whether my donation will really help people in need. However, the curiosity will not be too strong, it's just general understand the CSR activities which I'm interested in.<br><br>I need to fully understand the CSR activities and tell which motivation the company belongs to.<br><br>Public-serving motive: I will not suspect.<br><br>Self-serving motive: I suspect because what the company contributes is smaller than what it earns.<br><br>Hybrid motive: I doubt the motive if only CSR activities are linked together with profits. |

Profit must be antithetic to CSR activities, if there is profit aim, the company must be inclined to making profits instead of contributing to society, such as NGO can make sure their non-profit motivation.

Media environment is also a factor, if the CSR activities reported on media with public credibility or independent third party, I trust more because they are professional. However, if the CSR activities come from tabloid newspaper or company's own media channel, I will suspect.

**Evaluation awareness:**
When I evaluate a company, I will pay 99% attention on products, quality and price ratio, and only 1% will refer CSR activities. If the CSR activities are related to my personal life and interests (e.g. Samsung's job creation programs), I will pay more attention to them.

**Trust in company:**
Public-serving motive: I trust this kind of companies, because they use their own money to help the society. Safety, high-standard quality are also social responsibilities, I believe companies with public-serving motives can also fulfill such responsibilities.

Self-serving motive: I don't trust this kind of companies, they donate money using our customers' money not their own money.

Hybrid motive: I don't trust, either. CSR campaigns are related to profit, and they use customers' money to do good things, CSR is only a method to earn more profits.

**Liking for the company:**
The three motives will not influence my liking degree for the company, because I care more about products.

**Behaviors:**
**General:**
**Awareness:** When I purchase, I care more about the value of products and service themselves, because I'm just a student, I don't have income, with limited economics condition I can't care too much about other things.

**Transferral:** With my limited economics condition, I will primarily consider products themselves. If companies are actively engaged in CSR, however, the products are bad, I will not consider to buy. If the products are in same level, after I fully understand the CSR performance, I will slightly consider a little bit, but it's not strong.

**Purchase intention:**
If the qualities are similar and prices are reasonable:
Public-serving: I would like to pay a little more for the company with public- serving motives, because such companies have better quality products, therefore the price would be a little higher.

Self-serving motive: I disgust this kind of companies, therefore I will not buy.

Hybrid motive: This motive will not influence my purchase decision, or a little negatively influence. As a customer, an economic man, my need should be satisfied first and then I will consider other things.

**Recommendation intention:**
I recommend a company to my friends based on the quality and price ratio, but it also

| | depends on the people's economics condition: for students, I will slightly recommend companies with public-serving CSR motives; for rich people who have sense of social responsibility, I will strongly recommend companies with public-serving CSR motives. I will not recommend companies with self-serving CSR motives and hybrid motives, because I don't want such companies earn my friends' money. |
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| No. 8 | **Skepticism:**<br>**General:** I will judge, for short-term CSR campaigns, it is not necessary negative, for the long-term CSR campaigns, it's not necessary positive, such as Nong fu shan quan's "one bottle= 1 cent donation" campaign, although it lasts for a long time, it's still hypocritical.<br>I feel ambivalent, although I'm skeptical about CSR activities, I still think if only the companies do them, that's already very good. Companies pursue profits, but they are making progress, care more about society than before and become more responsible.<br><br>Public-serving motive: If companies really do good things for society, I will not suspect their motives, but such kinds of companies are few. Take Chen Guangbiao as an example, he is a charitarian, there are few advertisements about him, so I know little about his company, but I admire his benevolence, and don't care too much about the effect of his donation.<br><br>Self-serving motive: I don't blame this kind of companies, if I know they really did good things to society instead of bezzlement, I will have neutral attitudes and don't suspect. However if I don't know the real result, I will be inclined to doubt.<br><br>Hybrid motive: most of the companies have this hybrid motivation, I have neutral attitudes and don't suspect, however, if scandals were exposed by media, I will reevaluate and doubt the real motivation.<br><br>The media channel will influence my perception.<br><br>**Independent media:** publishing objective reports, reporting the truth completely, not only good things, but also the bad stuff. If the CSR activities are from such responsible media ( e.g. southern weekend, famous microblog), I will perceive good things and have positive impression.<br>**Official and local media:** such kind of media channels are related to economics interests, speaking in the name of national government and local government. Therefore I don't trust and have indifferent attitudes.<br>**Company's own media:** I seldom surf their official website and I suspect the authenticity because it's not impartial and objective.<br><br>**Evaluation awareness:**<br>If companies do CSR activities for a long time, I will have impression so that I will be aware of. If the companies only do CSR activities for once or twice, but the broadcasting way is good and effective (e.g. 361° sneaker company use social media to publicize their CSR campaign "donating sneakers for children in mountain area."<br><br>**Trust in company:**<br>Whether I trust a company or not is depended on my perception of the products.<br><br>Public-serving motive: Since I have no experience with such companies with public-serving motives, so it's hard for me to decide whether I trust or not.<br><br>Self-serving motive: I trust this kind of companies since I buy the products for a long time, |

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| | even though they have some accidents or scandals, I still trust them, because of the previous long-term purchase habits. |
| | Hybrid motive: I trust this kind of companies generally. |
| | **Liking for the company:** |
| | Whether I love a company or not is based on whether I accept its corporate culture and products. On the basis of them, I will consider CSR performance. |
| | Public-serving motive: I like most. |
| | Self-serving motive: I don't like so much because they are selfish. |
| | Hybrid motive: I have favorable perception but it's not as good as companies with public-serving motives. |
| | **Behaviors:** |
| | **General:** |
| | **Awareness:** When I purchase, I will not be aware of CSR activities, I care more about products' quality and price. Corporate competitions are based on products rather than CSR performance, CSR performance (e.g. donation to dropout children) will not be treated as selling point when selling milk. |
| | **Transferral:** The attitudes are not only decided by CSR performance, as I said before, my perception of a company is decided by whether I accept its corporate culture, products' ideas and quality. Another example outdoor brand "Patagonia", they use organic cotton to make clothes, which is good to environment. When I love some companies, I will buy products from them, if I love very much, I would like to spend more. But it depends on the products, for products which satisfy my basic needs, such as food and household appliances, I don't want to pay more, however, for higher level spirit needs, such as sports and health products, I love to spend more. |
| | I'm also willing to recommend such companies to my friends. |
| | **Purchase intention:** |
| | CSR performance will not influence so much about my purchase intention, my purchase decision is primarily based on quality and price. However, Public-serving and Hybrid motive will slightly positively influence my decision and Self-serving motive will have slightly negative influence. |
| | **Recommendation intention:** |
| | My recommendation intention is primarily based on purchase intention, which means whether I accept its corporate culture and products instead of CSR performance. What's more, I only recommend the companies whose products I have been used before or are familiar with. Since I have no experience with companies with public-serving motives, I will not recommend. Since I perceive companies with self-motives are selfish, I would not recommend, either. I prefer to recommend companies with hybrid motives. |
| No. 9 | **Skepticism:** |
| | **General:** I will judge whether CSR activities are only a show, stunt in order to increase publicity. Nowadays, internet is well developed and information is hard to tell whether it is true or not. It is difficult to know whether CSR activities follow up. If the CSR activities only are organized only once or twice, I suspect the true motivation and perceive it as a show not responsibility. CSR is a long term accumulation rather than hit upon a sudden idea. CSR can be judged both from previous history and the follow-up. |

Public-serving motive: I don't believe such kind of companies exist, I suspect such CSR reports. The primary task for a company is making profits, unless some private companies owned by benevolent entrepreneurs.

Self-serving motive: most of companies have self-serving motives, they are small scale and use CSR as a marketing strategy to make profits. I don't suspect this kind of CSR message.

Hybrid motive: Big companies are mature and their cultures are already developed and formed. Apart from benefiting from society, they have extra energy and money to reciprocate. I don't doubt about this kind of CSR messages. I care more about what you did and the influence instead of its true motivation behind it. Propaganda can positively influence other industries and companies to do good for society, so it's also a good thing.

The media channel will influence my perception.
**Outside media**: authoritative media is not equal to official media, it depends on previous WOM and whether it reports truth.
**Company's own media:** I suspect the authenticity because companies can buy media off and speak for them.
Because it's hard to tell whether media tell the truth or not, I will not completely trust media.

**Evaluation awareness:**
When I evaluate a company, I will be slightly conscious of its CSR activities and primarily consider the company's economic competence, whether it belongs to the global top 500 companies, its products properties and employees' welfare. If the companies are engaged in CSR activities, they will be famous and popular because of media coverage.

**Trust in company:**

Public-serving motive:  I don't trust this kind of companies completely, because public-serving motive can only happen in some small private companies owned by benevolent chairman, and the whole company is determined by the chairman's will.  For the big multinational corporations, it is impossible for them to fully consider society.

Self-serving motive: I trust this kind of companies because they have true motivation and are honest to openly say that. Most of the companies during the ascending period have no extra money and energy to take social benefits into account.

Hybrid motive: I also trust this kind of companies, Some big mature companies have already developed and have extra money and energy to do CSR activities because they want to show their humanistic and benevolent corporate culture and enhance their corporate image. Small companies are impossible to have such motives.

**Liking for the company:**
Public-serving motive: I like this kind of companies with prosocial motivation, such as some private companies, take Lao gan ma as an example, one oil made chili brand, it is a successful company, and since the owner is a benevolent woman, she thought her success stems from the society's support, so she participate actively in social responsible activities and help disadvantaged groups.

Self-serving motive: I have neutral attitude towards this kind of companies. Some companies pretend to be public-serving, which seems hypocritical however, they really do good things for society, the results are good.

| | Hybrid motive: I have favorable perception about such companies, they not only make profits but also do good things to society, which is not bad.

**Purchase intention:**
**General:**

**Awareness:** When I purchase, I will be aware of CSR activities if the media broadcast heavily. For example, one herb tea brand "Wang Lao ji" donated money to disaster area, which makes it popular, many customers buy it, therefore I also follow this trend.

**Transferral:** I will not buy because of CSR performance, I will consider products' properties and quality and price ratio, corporate culture, reputation. For example, Foxconn company was involved in much negative reports, poor employee's welfare, high employee suicide rate. I hate such kind of corporate culture, so that I don't want to patronage. If the above standards are the same, I'm willing to buy from the companies which did CSR activities.

If I have better economics condition, I will support companies with public-serving motive instead of hybrid and self-serving motive. However, the reality is I don' have much money, so if only the products are good, even they are from companies with self-serving motive, I still prefer to buy. If I want to contribute to society, I don't need to take advantage of these companies' channel, I can directly donate money to people in need.

**Recommendation intention:**
**General:** Recommendation is similar to purchase, which is based on practical factors instead of CSR performance. If the above standards are the same, I'm willing to recommend the companies which are engaged in CSR activities.

Companies with public-serving motive are more probably recommended than the ones with hybrid and self-serving motive.

| No. 10 | **Skepticism:**
**General:** I suspect, most of the companies' motives are making profit for themselves. The only two differences are: first, the degree of self-serving motivation. Some companies are benevolent and contributing some money will not influence them so much. Some just use CSR activity as a strategy to kill two birds with one stone. Some only care about their mercantile rate of return.
Another difference is whether they prepare well or not. Some companies have deep investigation and meticulous plan before CSR campaign, they already know to what extent their reputation and image will be enhanced by the CSR campaign. While sometimes natural disaster happened, companies have no time to investigate, they are forced to donate money, and they don't know how much they should donate, if they donate little, no influence to their image and even backfire, if they donate a lot, they are not willing to suffer a big loss.

Public-serving motive: I don't believe such kind of message, I will examine and certify, but it's a good marketing way.

Self-serving motive: I totally believe, but I don't appreciate, because it is like "borrow something to make a gift of it", they donate not their own money but customer's money.

Hybrid motive: I believe 80%, because among hybrid motive there are self-serving motives which pretend to be hybrid motives, but I agree with this motive. |

Media doesn't play an important role in my skepticism about the message, however, I will perceive more credible if the message reported in the trustworthy media than the notorious media.

**Evaluation awareness:**
When I evaluate a company, I will be aware of, but CSR will not place an important role. Most of the companies make broadcasting about their CSR campaigns in order to make profit, therefore there is no need to praise, because making profits is their nature, not honorable moral character. On the opposite, if the companies should do and don't do, they should be blamed and criticized.

**Trust in company:**
Whether I trust a company or not is based on my previous experience with this company, such as after-sale services, products quality, employees' working attitude. If my previous perception is positive, I will trust, the vice versa. If I have negative perception, I will judge the CSR motivation, therefore avoiding negative news is more crucial than building positive image through CSR activities.
I care more about the things related to my life, quality of products and service are more close to my life, while I can't benefit from CSR activities, therefore I don't care so much. Companies should participate in the CSR activities which are closely related to customers' life. It's better to care for office workers' health than the underprivileged children, because office workers are the main customers, so that the CSR programs will be more successful.

If the above standards are the same,
Public-serving motive: I suspect the motivation, they tell lies, so that I don't trust such kind of companies.
Self-serving motive: I don't support and trust this kind of companies, because he companies only care for their only profits can't produce good products.
Hybrid motive: I will trust and support the companies with hybrid-motive.

**Liking for the company:**
Public-serving motive: I like this kind of companies with prosocial motivation most, however, I don't agree with their motives, because if they don't consider their profits they can't maintain their business for a long time, then how can they have the ability to contribute to society in the future.

Self-serving motive: I don't like this kind of companies.

Hybrid motive: I love this kind of companies, they are stable and sustainable.

Corporate culture can also influence my liking for the company. I love companies with low-pitched and modest attitudes instead of high-key attitudes.

Attitudes are more important than quality, if a company cares for customer's benefits, even if the quality has some problems occasionally, if only the company makes an apology and take active measures to compensate and deal with the problems, customers can still like them.

**Behaviors:**
**General:**
**Awareness:** When I purchase, I will also be conscious, however, quality and price of products will first come to my mind, and last I will consider CSR, which is only a peripheral factor.

**Transferral:** Charitable activities are not equal to product's quality and use condition. If I

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| | have no knowledge about product's properties, I will not buy only based on CSR performance. <br><br>I will never recommend products that I never used before to my friends, even if the CSR campaigns are successful, because I'm responsible for my recommendation, so I need to make sure the product's quality and price, etc. <br><br>**Purchase intention:** <br>My purchase decision is based on my liking for the company, products' quality and price rather than CSR performance, If the above standards are the same, I'm willing to buy from the companies with hybrid motives than public-serving motives than self-serving motive. <br><br>**Recommendation intention:** <br>However, recommendation intention is not only based on my liking for the company because I like the company doesn't necessarily mean others will also like it, therefore I put product's quality and whether I trust this company or not in the first place. So with same products quality, I prefer to recommend companies slightly with hybrid motives to companies with other two motives. |

## 6. To what extent do the commitments (short term vs long term) of the CSR engagement influence your attitude (skepticism) towards CSR and towards the company (trust, liking) and your intended behaviors (purchase intentions and recommendation intentions)?

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| No.1 | **Skepticism:** <br>If the companies can do CSR activities for a long time, I will feel the company has perseverance and financial power. I also perceive the sincere motive to contribute to the society. However, I will also doubt whether they really insisted for such a long time because there is no supervision and control. <br><br>**Trust in company:** <br>The company which is engaged in CSR activity for a long time must have enough money and resources, and a professional team, so that it's more trustworthy than the short-term. <br><br>**Liking for the company:** <br>Long-term: I have neutral attitudes over long-term strategy, because it doesn't in conformity with the actual situations, because with the development of the society, the actual social needs will change, doing one thing without adjustment can't satisfy the real social needs. <br><br>Short-term: although the CSR activity only lasts for short time maybe a few months, they still has advantages, because keeping pace with the times can realize optimization of the resources and help the most needed people. Therefore for me short-term CSR in accordance with the real occasion is the most efficient marketing strategy. For example, when earthquake happened, companies should collect all of their materials and money to focus on helping people in the disaster area and the city rebuilt instead of insisting their regular donation to other stuffs. <br>I love fresh things, and hate unchangeable stuff. <br><br>**Purchase intention:** <br>As I'm a student, I don't have enough money, therefore when I buy things, the main factors I will consider are price and quality. CSR has no influence on my purchase behavior. I don't have a long-term point of view and I prefer to consider immediate benefits. |

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| | **Recommendation intention:**<br>Long-term: I will recommend, because I trust this kind of companies and they have positive and reliable image.<br>Short-term: Although these companies are smart and innovative, I don't trust this companies, therefore I will not recommend. |
| No. 2 | I always combine the motives with the commitment, and I would give priority to consider the motives, so the commitment will be a subsidiary factor.<br>**Skepticism:**<br>Public-serving motive: since I don't believe the motives of this kind of companies, I will not consider long-term or short-term commitment. I'm still skeptical about this kind of CSR message.<br>Self-serving motive: since I don't doubt the motives, so no matter long term or short term, I will not doubt the CSR message.<br>Hybrid motive: If it's long term it's better, I will not suspect, if it's short term it's not as good as long term, but I will not suspect, either, I will only expect the following behaviors and then judge. If they didn't make promises that they will continue CSR activities, it doesn't matter to me, if they make promise and they keep the promise, I will believe this kind of message. However if they break the promises, I will doubt.<br><br>**Trust in company:**<br>Public-serving motive: I don't trust this kind of companies no matter long-term or short-term, because no company can purely consider for society and sacrifice its own interests.<br><br>Self-serving motive: long-term or short term makes no difference to me to trust this company or not, if only the products quality is good, I will trust this company.<br><br>Hybrid motive: I trust this kind of companies best, if it keeps promise, I will trust.<br><br>**Liking for the company:**<br>Public-serving motive: Because I don't trust this kind of companies, I will not like them no matter long-term or short-term.<br><br>Self-serving motive: If it's short-term, I have no favorable or unfavorable feelings about this company, but if it's long-term, I have favorable perceptions.<br><br>Hybrid motive: I love the long-term commitment more, if the companies don't persist for a long time, I will dislike this kind of companies and if companies for short-term commitment keep promises, I will also love.<br><br>**Purchase intention:**<br>Public-serving motive: no matter long term or short term, I will not buy products from this kind of companies.<br><br>Self-serving motive: it depends on the quality of the products instead of commitment, if the quality is good I will buy, vice versa. If it's long-term commitment, I will prefer to buy more than short-term commitment.<br><br>Hybrid motive: If they keep their promises, I will consider to increase my proportion of buying products from this company. But in my mind, price and quality will occupy 90% and the CSR activity and corporate image as well as my impression will only occupy 10%.<br><br>**Recommendation intention:**<br>Public-serving motive: no matter long term or short term, I will not recommend to my |

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| | friends, what's worse, I will even say something negative about this company.<br><br>Self-serving motive: If it's long-term commitment, I will speak favorably to my friends.<br>Hybrid motive: for long-term commitment, I intend to buy, but among the factors which decide my final decision, CSR only occupy 10% and price and quality occupy 90%. For short-term commitment, if they promised that they will last it for a long time and they really do that, I would like to recommend to my friends. If they promised to continue, but it finally turns out to be a show, I will speak negatively about this company to my friends. |
| No. 3 | **Skepticism:**<br>Long-term: I will not suspect long-term commitment, because I can perceive the sincere motivation behind it.<br>Short-term： I will doubt the real motives behind the CSR activities, I think they have promotion aim to boost sales and enhance brand value.<br><br>**Trust in company:**<br>Long-term: I trust more the long-term commitment. I believe the companies which can persist in CSR activities for a long time will produce products with good quality, and guarantee the continuity of products, therefore I trust them more.<br>Short-term： since this kind of companies are lack of durability and sustainability in CSR activities, I will also speculate that the quality is not good.<br><br>**Liking for the company:**<br>Long-term and short-term of CSR campaigns have no influence on my liking for a company, because only quality of products is the main factor.<br><br>**Purchase intention:**<br>I will buy products which I love, so I will first consider quality. If the two products with similar quality, I will choose the CSR with long-term commitment, because I feel more safe and secure.<br><br>**Recommendation intention:**<br>I will only recommend products which I like to my friends, therefore the quality and fashionable degree will be the main factor to be considered rather than CSR. |
| No. 4 | I will use commitment to anticipate the motivation behind it.<br><br>**Skepticism:**<br>Long-term: I will not doubt the long-term CSR message, because they have already did for such a long time, which shows the true motivation. However, I think it's not necessary to do one thing without any change for a long time, because they only pay attention to one side and ignore other important aspects.<br><br>Short-term： I will doubt the motives. Media will not have any influence because there is no need to post fake about commitment on report.<br><br>**Trust in company:**<br>Long-term: I trust in this kind of company<br>Short-term: I don't trust this kind of company<br><br>**Liking for the company:**<br>Long-term: I like this kind of companies because I perceive long-term CSR activities are with sincere motivation. |

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| | Short-term: I don't like this kind of companies because I think short-term CSR activities are promotional speculative behavior in order to make profit.<br><br>**Purchase intention:**<br>Long-term: I will first consider the quality, price and then if it's long-term CSR activities, I would like to buy more.<br><br>Short-term: I will not buy because I'm skeptical about the motivation even the quality and price are good.<br><br>**Recommendation intention:**<br>Long-term：I will recommend to my friends because I trust and like this kind of companies. And I think if my friends buy more products, the company will donate more to help disadvantaged groups.<br><br>Short-term：I will not recommend to my friends because I distrust and dislike this kind of companies. I think it's promotion activity and even if I buy more products, they will only contribute little to society, therefore I don't want my friends also lay such traps. |
| No. 5 | I put the products in the first place when I evaluate a company, and then followed by their CSR amount of donation, motivation and commitment.<br>**Skepticism:**<br>Long-term: I will not doubt the long-term CSR message, because they show the true motivation. Trust is accumulated.<br>Short-term: I will doubt the motives.<br>However, the amount of donation plays an important role, for example, one company donates 10 euro every year for 10 years, the other company donates 2000 euro just for once, although the former is long time, I feel the latter one is more sincere.<br>**Trust in company:**<br>If the products and the amount of donation are the same, I trust long-term commitment company with good motivation more.<br>**Liking for the company:**<br>If the products and the amount of donation are the same, I like long-term commitment company with good motivation more.<br><br>**Purchase intention:**<br>If the products and the amount of donation are the same, I will purchase products from long-term commitment with good motivation.<br><br>**Recommendation intention:**<br>If the products and the amount of donation are the same, I will recommend companies with long-term CSR commitment and good motivation. |
| No. 6 | **Skepticism:**<br>Long-term: I will not doubt the long-term CSR campaign, such kind of persistence can show companies' patience and sustainability, therefore I trust more.<br>Short-term: I will doubt the motives, maybe it's just hit upon a sudden idea, or just wants to promote sales or increase media exposure.<br><br>As with media, I doubt the companies' own media channels because they only broadcast their good sides. However, I don't believe the independent media, either, because they use negative reports to attract readers' attention. Official media is not trustworthy, either, because they always want to report the positive sides of society and government in order to beautify their image. |

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| | **Trust in company:**<br>Long-term: I trust the companies with long-term commitment since if one company can insist CSR activities for a long time, they must have perseverance to increase the quality of products and service.<br>Short-term: I don't trust such kind of companies, because I guess they don't have durability to manage their business well.<br><br>**Liking for the company:**<br>Long-term: I like the companies with long-term commitment because their corporate culture is persistent and lasting and is full of responsibility.<br>Short-term: I have a 'wait-and-see' attitude toward the companies with short-term commitment. If the companies still do that in the future, I will like them, but if they stopped, I will have negative perception.<br><br>**Purchase intention:**<br>When I purchase, I will first consider products' quality and price.<br>Long-term: If the quality and price are certain, I will prefer to buy from the companies with long-term commitment, even pay a little more, because I think such kind of companies have better products therefore must be a little expensive.<br>Short-term: I have a 'wait-and-see' attitude toward the companies with short-term commitment. If they don't have negative reports about products, I will try to buy from this kind of companies, however, I don't want to pay more.<br><br>**Recommendation intention:**<br>When I recommend, I will first consider products' quality and price.<br>Long-term: If the quality and price are certain, I will prefer to recommend the companies with long-term CSR commitment to my friends.<br>Short-term: If the products do not have advantages, I will not recommend to my friends. |
| No. 7 | **Skepticism:**<br>Long-term: I will not doubt the long-term CSR campaign, because they demonstrate their pure motivation.<br>Short-term: I will doubt the motives, it seems to be a speculator, profit-seeking and want to leave a good impression for customers.<br><br>What's more, operating cycle is also an important element. If one company's operating cycle is short, then long-term CSR commitment such as 10 years Deserves commendation. On the opposite side, if one company's operating cycle is long, then long-term CSR commitment such as 10 years is nothing.<br><br>**Trust in company:**<br>Long-term: I trust the companies with long-term commitment, and the CSR durability should be comparatively longer than the products upgrade circle.<br><br>Short-term: I don't trust such kind of companies, the shorter the CSR commitment is, the more I distrust this company, such as once or twice or less than one year.<br><br>**Liking for the company:**<br>The three motives will not influence my liking degree for the company, because I care more about products, but I prefer to work in the companies with long-term CSR commitment in the future.<br><br>**Purchase intention:**<br>When I purchase, I will first consider products' quality and price. |

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| | Long-term: If the quality and price are certain, I will prefer to buy from the companies with long-term commitment, even pay a little more, because I think such kind of companies have better quality products, reliable and lasting after-sale services, (e.g. Lenovo)<br>Short-term: The shorter the CSR commitment is, the less possibility I will buy from this company.<br><br>**Recommendation intention:**<br>When I recommend, I will first consider products' quality and price.<br>Long-term: If the quality and price are certain, I will prefer to recommend the companies with long-term CSR commitment to my friends, because they are more reliable and durable.<br>Short-term: If the products do not have advantages, I will not recommend to my friends. |
| No. 8 | **Skepticism:**<br>Long-term: I have impression, I don't suspect if there is negative report because the company has perseverance.<br>Short-term: I will not know this CSR campaign without broadcasting and propaganda. If there is broadcasting, I will be aware of and don't suspect if there is negative report, either, because it's also good things.<br><br>**Trust in company:**<br>Long-term: I trust the companies with long-term commitment more, because they can insist for such a long time means their production process is good.<br><br>Short-term: I still trust the companies, but I have a "wait-and see" attitude.<br><br>**Liking for the company:**<br>Whether I love a company or not is based on whether I accept its corporate culture and products instead of CSR performance.<br><br>**Purchase intention:**<br>CSR performance will not influence so much about my purchase intention, my purchase decision is primarily based on practical factors such as quality and price.<br><br>**Recommendation intention:**<br>My recommendation intention is primarily based on practical factors such as quality and price. What's more, I will only recommend the companies which I trust, because I have responsibilities, so that if the quality and price are certain, I will prefer to recommend the companies with long-term commitment. |
| No. 9 | **Skepticism:**<br>Long-term: I don't suspect because they persevere for ten years as if it were one day, they really do good things instead of making a show.<br>Short-term: I will suspect that they treat CSR activities as marketing programs in order to make profits.<br><br>**Trust in company:**<br>My trust in company is based on products, if a company can't guarantee quality of products, let alone other things.<br><br>Long-term: I trust the companies with long-term commitment, because their persistent culture and responsibility.<br><br>Short-term: I have a neutral and "wait-and see" attitude. They really do socially beneficial things, but whether the motive stems from the sense of responsibility, I can't agree without giving serious thought. I want to see whether they will continue in the future, because every long-term program starts from the short-term one. |

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| | **Liking for the company:**<br>Whether I love a company or not is based on whether I accept its corporate culture (e.g. stiff or flexible, welfare of employees) instead of CSR performance.<br><br>If the cultures are similar, I prefer the company with long-term CSR commitment, because CSR has already become one part of the corporate culture for a long time, and short-term CSR program has not form one part of culture. For example, although some Japanese companies produce advanced products, I don't like their harsh and inhumane corporate culture, so that I don't love such companies.<br><br>**Purchase intention:**<br>I will not buy because of CSR performance, my purchase decision is based on whether I love products' properties and quality and price ratio as well as corporate culture. Whether it's long-term commitment or short-term commitment doesn't influence my purchase intention.<br><br>**Recommendation intention:**<br>I will recommend the companies I like to my friends, which means I accept the company's culture. Whether it's long-term commitment or short-term commitment doesn't influence my recommendation intention. |
| No. 10 | **Skepticism:**<br>Long-term: I don't suspect because they show their pure motivation, making profits reasonably doesn't conflict with the CSR activities, it's a win-win strategy, and they insist CSR campaigns for such a long period means they benefit from them, at the meantime, they have stronger ability to reciprocate society.<br>Another reason is we can track where the donation goes and whether the money goes into the people's pockets. We can supervise the whole process to check the final influence, however short-term program can't offer such supervisory control.<br><br>Short-term: I will suspect short-term CSR activities, because I think they are forced by circumstances and not voluntary to do such charitable things. Or they just want to try whether it can improve their popularity and corporate image, when it turns out not or they don't have enough money any more, they just stopped the CSR programs.<br><br>**Trust in company:**<br><br>Long-term: I trust and admire the companies with long-term commitment, because it's not an easy thing, I admire the company's generous moral character and am keen on their successful and healthy corporate image. If they can insist CSR activities for ten years, why can't the quality of products and service are better such as guarantee to keep in good repair?<br><br>Short-term: I don't trust this kind of companies, because for CSR activities they have no perseverance, I will infer they are not stable, maybe tomorrow they will change their company's name to do other things or produce other products.<br><br>**Liking for the company:**<br>Long-term: I like more, because not so many companies can do that, and they have corporate value of sustainable development.<br><br>Short-term: I have neutral attitudes towards this kind of companies, because they will disappear after sometime, and then I will have no impression about them. |

| | **Purchase intention:**<br>My purchase decision is based on my liking for the company, products' quality and price rather than CSR performance, If there are no negative news about the product's quality, their products are reliable, and of course I can afford, I would buy from the companies with long-term commitment, because I perceive them are responsible, competitive and trustworthy.<br><br>**Recommendation intention:**<br>However, recommendation intention is not based on neither my liking for the company nor CSR performance. I will consider product's quality and whether I trust this company or not. So with same products quality, I prefer to recommend companies with long-term commitment and I will never recommend companies with short-term commitment.<br><br>CSR plays a slightly more important role in purchase intention than in recommendation intention. |
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| **Comments** | |
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| No. 5 | We follow the doctrine of the mean Confucian, we never say extreme opinion, it's always relative and comparative. We judge things not only from one side, but a comprehensive perspective. |
| No. 6 | Companies should really conduct CSR activities instead of only false broadcasting or the CSR activities will not enhance corporate image but backfire. Furthermore, companies should balance the intrinsic benefits and extrinsic benefits. Apart from helping the society, for example, help building disaster area, donating money to Red Cross association, companies should also pay attention to their employees' benefits. |
| No. 9 | Both my purchase intention and recommendation intention are based on whether I like this company or not, which stems from corporate culture. |