

# The Oil Selling Panda

*The Effects of Partnerships between NGOs and Companies*



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## Abstract

In the age of the importance of companies' CSR, greenwashing has arisen. It is present in every media channel and used as a marketing tool by many companies. However, studies on the effects of greenwashing on consumers are still limited. Especially studies on a certain subfield of greenwashing: Green alliances.

This study examines whether the images of companies and NGOs are affected by such green alliances or not. This was done by using two experimental studies. The first study focused on the image of a company while the second study focused on the image of an NGO. The studies were published online. In both studies the participants were confronted with one of three manipulated variables in form of newspaper articles and answered some sets of multiple choice questions afterwards.

The results of these studies show that green alliances do not significantly affect the image of companies and NGOs. That means that green alliances do not function as a more beneficial strategy for organizations to improve their image than general green advertising does. The results also indicate that green alliances with environmentally unfriendly companies do not affect the image of the NGO negatively.

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## 1. Introduction

In the last years, it became increasingly important for organizations to focus on corporate social responsibility (CSR). Since the age of CSR has risen, organizations figure out that it is not enough to concentrate on investment, shareholder value and profit anymore. Instead, being a good social and environmental performing company is of higher value nowadays (De Jong, Harkink, & Barth, In press). Customers care about sustainability, the environment and human rights and they expect organizations to care about such issues as well (Chen, Lin, & Chang, 2014). Therefore, CSR is increasingly important in corporate communication and every organization tries to be active in CSR (De Jong & Van der Meer, 2015).

But, since many companies started to present themselves as environmentally friendly or caring, the phenomenon of greenwashing arose. According to Nyilasy, Gangadharbatla, and Paladino (2014), greenwashing is defined as the action of misleading people in regard to environmental actions of organizations. Thus, it can be determined as presenting the environmental performance of the company better than it really is. Therefore, companies promote that they are environmentally conscious and that they care for the environment even though they act vice versa. They are only pretending to be engaged in environmental issues, since they want people to become their customers as a means to make profit. The problem is that these companies are not honest with the consumers and that many people notice the deception of the companies. That leads to mistrust and the image of the company might suffer from that (Chen, & Chang, 2013).

As obvious greenwashing might end in losing consumers' trust into the company, some companies initiate smaller green actions so that they can present themselves as more green without being judged as a greenwashing company and, moreover, maintaining the confidence of the consumers. One of these green actions can be the affiliation with non governmental organizations (NGOs). In such partnerships, the companies work together with the NGOs and donate money for their goals. Since the companies put special exaggerated emphasis on these partnerships and promote themselves by the means of them, the CSR of the companies gets enhanced, although they do not really care about the issues the NGO fights for (Davis, 1996). At first glance, these partnerships do not seem to be greenwashing, as the company really takes action in saving the environment, fighting for human rights or other good deeds of NGOs. In those partnerships, the companies are donating money to the NGO so that the NGO can work on their projects (Reith, 2010). But at second glance, it seems strange that a company which lumbers the rainforest to plant palm oil plantations gives money to an NGO which uses the

money to fight for the preservation of the rainforest. If the company really cared for the environment, it would stop the deforestation. This behavior makes clear that the companies are not really interested in the environment. Instead, they strive for improving their CSR to make people believe that they care for the environment. Therefore, such partnerships can be seen as greenwashing.

These kinds of partnerships also lead to protests of ecological groups. These ecological groups think that it is dishonest to build a partnership between companies with very different values (Müller, 2008), such as the partnership between Seaworld and WWF. Seaworld sponsored WWF for years but due to critiques of ecological groups, WWF canceled this partnership (The Dodo, 2014). Although Seaworld declares that it cares about animal welfare and quality, it makes money with the captivity of orcas and other animals in no species-appropriate husbandry (Holcomb, Okumus, & Bilgihan, 2010). WWF focuses on oceans, forests, food, energy, climate, wildlife, water, and on the drivers of environmental problems (WWF, 2016). Therefore, the focus of WWF and the actions of Seaworld are very different and a collaboration can be seen as ethical inappropriate due to these huge disparities. For these reasons, such green alliances might damage the image of the NGOs.

However, the NGOs and the companies extract advantages from these partnerships, since the companies support the NGOs financially, whereas the NGOs support the companies with their CSR. This would be a win-win outcome, in which each side benefits from the scenario. But right now, it is not really known if these collaborations are really worth it. So, it might be that an alliance with a company that has a bad image concerning the environment damages the image of the NGO in such a great measure that the NGO loses all other financial means. Or it might happen that there are no effects on the company at all, so that the company could better focus on other ways to improve the CSR. Thus, the collaboration would end up in a win-lose situation, in which only one side, the company, benefits from the collaboration.

Since there is no empirical research on the effects of green alliances on NGOs and companies, this study was designed to fill this gap. According to De Jong, Harkink, and Barth (In press) the empirical research on the effects of greenwashing practices is limited in light of its popularity. Therefore, an experimental study on the effects that greenwashing has on the consumers' opinion of the company and the NGO was conducted. By comparing first green alliances between NGOs and companies to secondly green alliances within companies or within NGOs and thirdly to a green beneficial advertisement made by a company or NGO on its own, it is intended to draw meaningful conclusions about the effects of greenwashing on consumers.

In order to do so, two studies were conducted: The first study is about the company and deals with the research question: “What are the effects of a green alliance between a company and an NGO on the image of the company?”. The second study is about the NGO and discusses the question: “What are the effects of a green alliance between a company and an NGO on the image of the NGO?”

This research intends to give more detailed information about greenwashing and will complement existing research. Especially the image of the NGOs in green alliances was not examined much in the past, so that this study provides a first insight into the effects on NGOs. Moreover, existing research delivers contradictory findings, so that further research is needed (De Jong, Harkink, & Barth, In press). Furthermore, the results of this research can help companies and NGOs, since the effects of green alliances will be shown. Therefore, the companies and the NGOs will find out whether green alliances affect their image positively, negatively, or have no effects on their image, so that they can work out a strategy how to go on with green alliances.

## 2. Theoretical Framework

In this section of the research, the concept of greenwashing is explained first. After that, former research on the effects of greenwashing on consumers is discussed. Then, the partnerships between companies and NGOs are described. In the end of this section the hypotheses for the study are determined.

### 2.1. Greenwashing

Greenwashing is a very broad and complex issue. It is controversial and therefore discussed a lot. It is the foundation for this study, so that it is important to clarify what greenwashing consists of and explain its attributes. But there are diverse definitions and several studies with different results about greenwashing.

According to Parguel, Benoît-Moreau, and Larceneux (2011), greenwashing is defined as an act which misleads customers to the company's environmental practices and benefits. However, many companies try to greenwash their organization due to the fact that customers care about sustainability, the environment and human rights and they expect organizations to care about such issues as well (Chen, Lin, & Chang, 2014). Another definition of greenwashing is made by Delmas and Burbano (2011): They explain that a typology of organizations is based on two dimensions. The first dimension is the environmental performance of the organization. That means that there are organizations that care for the environment and act environmentally friendly and others who neglect environmental matters. The second dimension is the communication about the environmental performance. Greenwashing organizations are organizations that combine bad environmental performance with positive communication about their environmental performance. But deciding whether a company's environmental performance is good or bad is difficult. According to De Jong, Harkink, and Barth (In press) it should be noted that the environmental performance of a company involves many aspects and that it is very complex. Therefore, it often cannot be determined for sure whether a company is greenwashing or not. According to Delmas and Burbano (2011), there are many reasons for companies to choose greenwashing as a tool for improving their CSR and satisfy the green needs of their consumers. Environmentally friendly practices are often motivated rather by saving money than by saving the environment (Bivins, 2009).

De Jong, Harkink, and Barth (In press) describe two features of greenwashing: First, the intrinsic feature that can be described in how far the green claims of the company can be seen as true and, secondly, the communicative feature, that can be described as tricks which are used to



mislead consumers. Similar to these explanations is the definition of Kumar (2013): He explains that greenwashing can also include misleading people about the environmental benefits of a company's product through misleading advertising. Furthermore, his general idea behind greenwashing is creating a benefit by appearing to be an environmentally friendly organization. He says that many energy companies, which are some of the world's biggest carbon emitters, present themselves as green companies. According to Kumar (2013), press released about green projects, energy reduction or pollution reduction efforts, and rebranding of consumer products and advertising materials can be tools used in greenwashing. One great example for a greenwashing company is McDonald's. European McDonald's changed the colour of their logos from red to green. The manager of the company explained that the change was to show their responsibility for the preservation of natural resources. But for these changes, McDonald's was judged as a greenwashing company (Kumar, 2013).

Greenwashing can be seen as something negative, since it intentionally misleads consumers. People might experience trouble, when being confronted with greenwashing. The greenwashing companies disturb people, tell them lies about their intentions and make them believe false claims. People who do not recognize these acts as misleading are easy victims of the company. They think that they are doing a good deed or are sustainably acting by buying the products or services of the greenwashing companies. But in fact, they are not. They are just the victims of strategic liars and juggler.

Conclusively, greenwashing can be described as the action of communicating misleading claims about a company's environmental performance, so that a company appears to be more environmentally friendly than it really is. Companies do so, to improve the CSR and to satisfy customers' green needs, so that they can earn more money.

## 2.2. Effects of Greenwashing

The empirical research on the effects of greenwashing practices is narrow, so that the effects are relatively unknown. Studies that already exist have shown different results and disagreements. Hence, the effects of greenwashing that are known so far have to be analyzed.

According to De Jong, Harkink, and Barth (In press), a distinction between macro-level studies and micro-level studies can be made. Macro-level studies are focusing on the relationship between companies' greenwashing behavior and their overall performance, whereas micro-level studies are focusing on the effects of greenwashing on consumers. This study focused just on the micro-level.

Some of the micro-level studies, such as the study of Chen and Chang (2013), have shown that greenwashing can damage the image of a company and that the consumer might lose the trust in the company due to the fact that they do not believe the green claims of the company in contrast to their environmentally unfriendly behavior. Chen and Chang claim that the process of greenwashing might go in hand negatively with green trust. That means that consumers who were confronted with a greenwashing company might not trust in the green appearance of companies at all. Therefore, they suggest that companies must reduce their greenwash behaviors to enhance their consumers' green trust (Chen, & Chang, 2013). A similar conclusion is done by Hasan and Ali (2015), who explain that organizations should decrease their greenwashing and enhance their consumers' green perceived quality and green satisfaction (Hasan, & Ali, 2015).

Some other micro-level studies have shown that greenwashing can affect the image of a company positively, such as the study by Spack, Board, Crighton, Kostka, and Ivory (2012), which showed that consumers are susceptible for not obvious green cues. They came to the conclusion that the presence of green cues affects people's buying intention. Parguel et al. (2015) published a study on the effects of nature evoking elements in advertisements, which confirmed that this form of greenwashing affects consumers' brand image perceptions positively. These two studies show the possible positive effects greenwashing can deliver for the companies.

Furthermore, some studies are misleading in their conclusions and recommendations. Nyilasy et al. (2014) gave the advice to companies not to greenwash their advertisements, which is in contrast to their results, that showed that green advertising does not have negative effects on the consumer. In the study, Nyilasy et al. (2014) constructed an experiment in which the company's environmental performance and green advertising of a company were manipulated. The authors claimed to determine that greenwashing affects the attitude of consumers negatively, while their data show that greenwashing has no significant effects. The results of the study of De Jong, Harkink, and Barth (In press), which was already mentioned before, show that consumers see greenwashing companies in the same way as silent brown companies, which are companies that have a bad environmental performance and do not communicate their environmental performance. They further found out that only honest interest in the environmental is seen as good. But they also found that perceived environmental performance is positively affected by greenwashing, and that greenwashing has a negative effect on the perceived integrity of the organization's communication.

These studies show that the effects of greenwashing are not yet completely discovered. While some studies indicate a harmful effect for the image of the company, explain other studies that greenwashing has a positive effect on the company's image.

### 2.3. Green alliances

Companies want to avoid the harmful effects greenwashing can have on companies' image. Hence, instead of using obviously greenwashing behavior companies build relationships with NGOs (Jamali, & Keshishian, 2009). By building green alliances with NGOs they want to persuade their consumers of their green intentions (Gwinner, & Eaton, 1999).

Stafford, Polonsky, and Hartman (2000) explain that there are many positive effects of such partnerships for both parties, but they also focus on the paradoxes and complexities that are caused by the partnerships. One example of this is the public trust which is damaged in the NGO's social advocacy role. Stafford et al. also explain that such green alliances might bring the company's corporate strategies into the public spotlight for acute stakeholder criticism (Stafford, Polonsky, & Hartman, 2000). Therefore, green partnerships and relations offer many advantages to both partners but they also place the NGO and the company into the strategic risk to get a bad image.

#### 2.3.1. Effects on the NGO

Furthermore, the alliances are important for the NGOs, since the company which forms the alliances together with the NGO finances the NGO through donations. However, the donor support for NGOs has increased to a high extend and is very important for the NGO (Reith, 2010). Jamali and Keshishian (2009) also determine that the number of these partnerships between businesses and NGOs in the context of CSR is increasing. They claim that a partnership is a sort of an alliance to accomplish a common purpose (Jamali, & Keshishian, 2009).

The NGOs are also motivated by money, since they need financial sustainment to run their projects. They want partnerships with the big companies because they get a lot of money through these partnerships (Reith, 2010). The NGOs are further motivated by their wish that the companies improve their environmental behavior. According to Noh (2017), NGOs have worked on promoting the CSR of companies. They have collaborated in development projects and they have urged corporations to adopt voluntary regulations so that they can influence the environmental behavior of corporations. Therefore, these partnerships are important for both parties, the NGOs as well as the companies.

According to Lyon, and Montgomery (2015) partnerships between NGOs and companies can also be seen as greenwashing, such as the partnership between Seaworld and WWF. Although WWF got money from Seaworld, they had many disadvantages from this partnership because of the bad press (The Dodo, 2014). Therefore, NGOs were criticised by some groups (Mendleson, & Polonsky, 1995).

### 2.3.2. Effects on the Company

Mendleson and Polonsky (1995) claim that building strategic green alliances with NGOs can increase the credibility of a firm's products and claims. They also argue that these alliances can assist organizations in minimizing consumer skepticism due to the fact that consumers are more likely to believe that the products are effective and environmentally friendly if the companies are supported by or working with an NGO.

Furthermore, the partnership between a company and an NGO can have a huge effect on the company. If the goals of the company fit with the values of the NGO the company collaborates with, these effects can be positive for the image of the company, but if the goals of the company and the NGO's values are not conform with each other, the effects can be negative, since people are confused when they are confronted with something that does not fit together (Gwinner, & Eaton, 1999). The theory of Cognitive Dissonance (Festinger, 1954) explains this psychological phenomenon well. The theory determines that people experience mental discomfort whenever people are holding contradictory beliefs. Since people try to reduce this resulting dissonance, they decide to believe just one of the sides. Combined with the theory of Du, Bhattacharya, and Sen (2010), which claims that people trust third party information more than information given by the company itself, it can be concluded that the image of a company can be negatively affected by such partnerships. According to Nyilasy, Gangadharbatla, & Paladino (2014) consumers and customers stop trusting such green partnerships and they are becoming skeptical of these corporations due to the fact that many companies promise to protect the environment but fail to demonstrate that in their further actions.

### 2.3.3. Former Research

In the past, little research was done on collaborations between NGOs and organizations that wanted to improve their corporate social responsibility (Lyon, & Montgomery, 2015). One of these studies is the study of Gallicano (2011). He explained that some companies donate profits

for charity. His example is Starbucks. It had a campaign in which with every bought product an amount of money was spent to an NGO.

Another example is shown in the study of Langen, Grebitus, and Hartmann (2010). It is about the care of the German coffee producer Dallmayr. It cooperates with the NGO 'Menschen für Menschen' and promotes that with buying a package coffee, five trees are planted. The study focused on the questions if cause-related marketing (CrM) is seen as greenwashing. Cause-related marketing is described as a marketing tool which transforms the purchase of a product to a good deed and a goal-oriented donation (Langen, Grebitus, & Hartmann, 2010). The results of this study show that most people do not perceive CrM as greenwashing and that therefore the image of the company is not damaged. But the focus of this study was just on the company. The effects for the NGO were not examined..

A third study which deals with a corporation to improve the CSR is the study of Müller (2008), in which the cooperation of the chemical organization Bayer and the United Nations (UNEP) was analyzed. Together, they built a programme, which educated young people to protect the environment. Furthermore, Bayer sponsored a research programme for water pollution control together with the National Geographic Society Germany. Both collaborations were criticized by environmental groups, since Bayer is a company which is environmentally unfriendly. This stands in contrast to the claim of National Geographic and the claim of the United Nations (Müller, 2008).

In conclusion, former research shows that both the NGO and the company can extract advantages from these partnerships. The companies support the NGOs through donations and projects, while the NGOs support the companies with the possibility of an improvement of their CSR. But none of these studies has taken a look on the effects these partnerships can have on the image of the NGOs. Hence, it might happen that the image of the NGO can be damaged due to the bad image of the company.

## 2.4. Hypotheses

Based on former research and the theoretical framework, three hypotheses for the first study and two hypotheses for the second study were formulated.

### 2.4.1. Study 1

In the first study, it is expected that a partnership between a company and an NGO has a better effect on the image of the company than no partnership. This is expected since an NGO is often

seen as an instance which does good deeds. An example for that is the fact that market research rankings place the WWF panda among the world's most trusted brand logos (Huisman, 2014). When the company and the NGO are working together the kindhearted and trustable image of the NGO might jump over to the company. Furthermore, other studies showed that such green alliances can affect the image of the company positively, such as the study of Mendleson, and Polonsky (1995). They claim that building strategic alliances with NGOs can increase the credibility of a firm's products and claims and that these alliances can assist organizations in minimizing consumer skepticism, since consumers are more likely to believe that the products are effective and environmentally friendly if the companies are supported by or working with an NGO. Therefore, the first hypothesis is formulated as followed:

**H1** A green advertisement in which an alliance between an NGO and a company is shown generates a higher score on the company's image than a green advertisement does in which no alliance is shown.

Regarding the Cognitive Dissonance Theory (Festinger, 1954) it might be expected that an alliance between two similar companies is perceived as more proper than an alliance between a company and an NGO, since this alliance implicates cognitive dissonance in the mind of the consumer. But due to the fact that NGOs are known for their good deeds and companies are known for profit making, it is expected that an alliance between a company and an NGO is perceived as being more profitable for the company regarding the image rather than an alliance between two companies. The following hypothesis for study 1 was formulated:

**H2** A green advertisement in which an alliance between a company and an NGO is shown generates a higher score on the company's image than a green advertisement in which an alliance between two companies is shown.

According to Barber, Taylor, and Strick (2009), people who care for the environment are more interested in environmentally friendly behaviour of companies than people who do not care for the environment. As already mentioned above, it seems to be clear that people who score high on environmental consciousness also score high on the image when the NGO-company relationship is shown in the first study, since the company is doing something good for the environment at first glance. But at second glance, it might happen that people who are more

environmentally conscious are more critical against the company with the bad image concerning the environment and are therefore less manipulable than others. Therefore, it was difficult to determine a hypothesis for the effect of the environmental consciousness in study 1, whereas in study an hypothesis could be determined.

#### 2.4.2. Study 2

In study 2 it is expected that no alliance has a better effect on the image of the NGO than an alliance with a company. Since alliances between NGOs and companies are criticized due to their unsimilar claims and goals, such alliances can be seen as greenwashing (Lyon, & Montgomery, 2015). According to Mendleson, and Polonsky (1995), NGOs which build alliances with companies are criticized much by some ecological groups due to the fact that they take money from the big companies who act unethically. Therefore, the following hypothesis was formulated:

**H3** A green advertisement in which an alliance between an NGO and a company is shown generates a lower score on the NGO's image than a green advertisement does in which no alliance is shown.

Furthermore, it is expected that an alliance between two NGOs is perceived as more proper than an alliance between a company and an NGO because NGOs which are working together with companies are criticized much, since they have different claims and companies often act unethically. NGOs are known for having goals that are good for the society and humankind, such as saving the earth or caring for children all over the world. The fact that all NGOs are similar, as they all fight for humankind or the environment, makes a cooperation between two NGOs a better choice than an alliance between an NGO and a company. This conforms with the results provided by the Cognitive Dissonance Theory of Festinger (1954) which claims that people experience mental discomfort whenever people are holding contradictory beliefs. But being confronted with an NGO-NGO partnership, they feel mental comfort due the similarities between the organizations. Therefore, the second hypothesis is as followed:

**H4** A green advertisement in which an alliance between two NGOs is shown generates a higher score on the NGO's image than a green advertisement in which an alliance between a company and an NGO is shown.

According to the consumers' environmental consciousness it is expected that people with a high level of environmental consciousness are more critical against the NGO-company alliance and hence score lower on the NGO's image. Past research has shown that people who care for the environment are more interested in environmentally friendly behaviour of companies than people who do not care for the environment (Barber, Taylor, & Strick, 2009). Therefore, the following hypothesis was formulated:

**H5** When people are confronted with the NGO-company relationship, the people who score high on environmental consciousness score lower on the NGO's image than people who score low on environmental consciousness.



### 3. Methods

To answer the research questions and to test the hypotheses two studies were conducted. The first study was about the image of the company, while the second study focused on the image of the NGO.

#### 3.1. Study 1

##### 3.1.1. Research Design

By the help of a literature study a research model for study 1 was constructed. The study consists of an online experiment in form of a between-subjects design. The experiment is about the subquestion “What are the effects of a green alliance between a company and an NGO on the image of the company?”. The independent variable in this case is the company, the dependent variables are the four constructs: visionary leadership, product interest, environmental performance, emotional appeal. The construct environmental consciousness is independent and is designed as moderator of the study. The moderator is expected to affect the relation between the independent and dependent variables. The research also includes some demographic factors, such as the age, the gender and the nationality. These factors, however, are not shown in the research model. Next to these variables there are three manipulations. The first manipulation is a newspaper article about a green alliance with another company. The second manipulation is a newspaper article about a green alliance with an NGO. The third manipulation is a newspaper article about a greenwashing project of the main company on its own. In figure 1 the research design is shown. The starting point is the fictional company called Klee, then the three manipulations in form of newspaper articles are presented. On the right side of the model the dependent variables are shown, which are dependent of the manipulations. Between the manipulations and the dependent variables the moderator is shown, since the moderator affects the dependent variables as well as the manipulations. This process resulted in a 3x3 between-subjects experimental design.

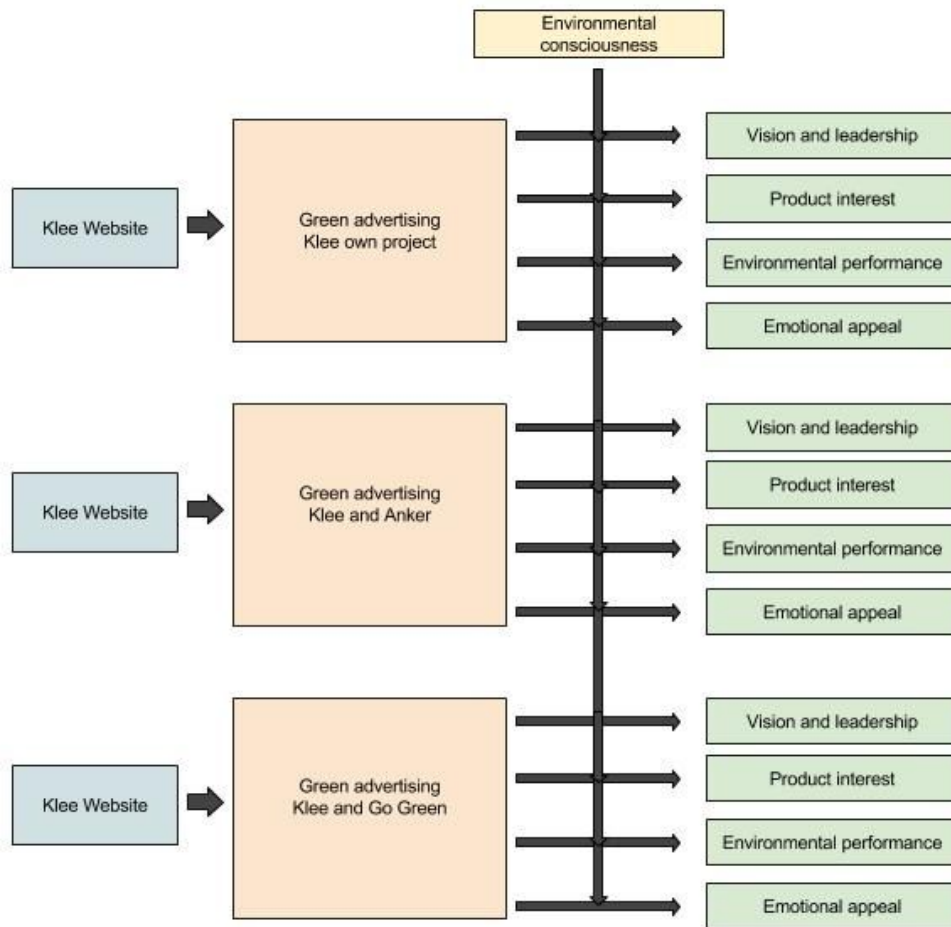


Figure 1. Research model study 1

### 3.1.2. Manipulations

In study 1 there are three manipulations. All these variables are designed as newspaper articles about the fictive company Klee. In the first manipulation the participants were confronted with a newspaper article about the company Klee. The article gives the participant information about Klee. While reading, the participant learned that the company experienced a lot of scandals in the past, since they polluted the environment but they further learn that Klee is going to work on a project to save the environment. The newspaper article can be found in Appendix B.

The second manipulation is a newspaper article about the partnership of the company Klee with another company. The other company is also fictive and is called Anker. It is a sweets producing company with a seemingly good environmental performance. The newspaper article covers almost the same information as the article the control group got, but there is one important difference: The company does not work on the project on its own but together with Anker, that does not pollute the environment. The second article can also be found in Appendix B.

The last manipulation is presented as a newspaper article about the partnership of the company with the NGO Go Green. Go Green is also a fictive NGO, that tries to fight for the environment. The newspaper article includes almost the same information as the article the other groups got, but there is one important difference as well: The company does not work on the project on its own and not with another company but together with the NGO Go Green. The newspaper article can be found in Appendix B.

According to Parguel, Benoît and Larceneux (2011), a manipulation check is necessary to recognize whether the respondents got the information of the manipulations or not. At the end of the questionnaire two questions were asked to check if the participants got the information. One of these question was: “Does the company Klee work together with somebody?”

### 3.1.3. Instrument

The study consisted of a quantitative online experiment with a survey as instrument to measure the effects of the manipulations. At the beginning of the survey there was a short introduction into the research topic in order to predict possible obscurities, so that the reliability of the research was guaranteed due to its repeatability (Dooley, 1984). The anonymity of the online survey ensured that the research was valid. According to Dooley (1984) a research is valid if it measures what the researcher wants to measure. Due to the instrument’s anonymity the participant felt safe to answer the questions correctly and truthfully which prevented influences such as social desirability (Nederhof, 1985). The research target group was determined on German people. Therefore, the questionnaire and the manipulations were written and designed in German. The instrument was split into six parts. The first five parts consisted of the five constructs and the last part consisted of a manipulation check.

Leadership skills and leadership strategies such as visions can be strategically used to form the organization's identity and image (Wan, Chen, & Yiu, 2015). Therefore the construct visionary leadership was chosen to measure the image of the company. The construct visionary leadership was determined by a set of five questions. These questions were answered with the 5point Likert Scale (1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree). The questions concerning the visionary leadership of the respondents were based on the research by Fombrun, Gardberg, and Sever, done in 2000. They determined the constructs of the reputation quotient which is very important for studies which deal with a company’s image and reputation. In the following, there are two examples for statements which measured the given visionary leadership in study 1: “Klee has a clear vision for the future.” However, the questions

in the study are translated into German. The Cronbach's Alpha of the construct visionary leadership was  $\alpha = .75$ . Actually, an alpha starting  $\alpha = .7$  is reliable but constructs with a slightly lower alpha than .7 can also be used (Santos, 1999). Therefore, the construct visionary leadership is reliable.

According to Parguel, Benoît-Moreau, and Larceneux (2011), product interest is an important construct to measure companies' images in the area of greenwashing, so that product interest was determined as a construct with a set of six questions in study 1. The questions were based on the research of De Jong, Harkink, and Barth (In press). Questions that were used for product interest are: "I am curious about the chocolate of Klee."; "I would like to buy a test package of the product at a reduced price." These questions were also answered with the 5point Likert Scale. The Cronbach's Alpha of this construct is  $\alpha = .79$ . This means that the construct is reliable as well.

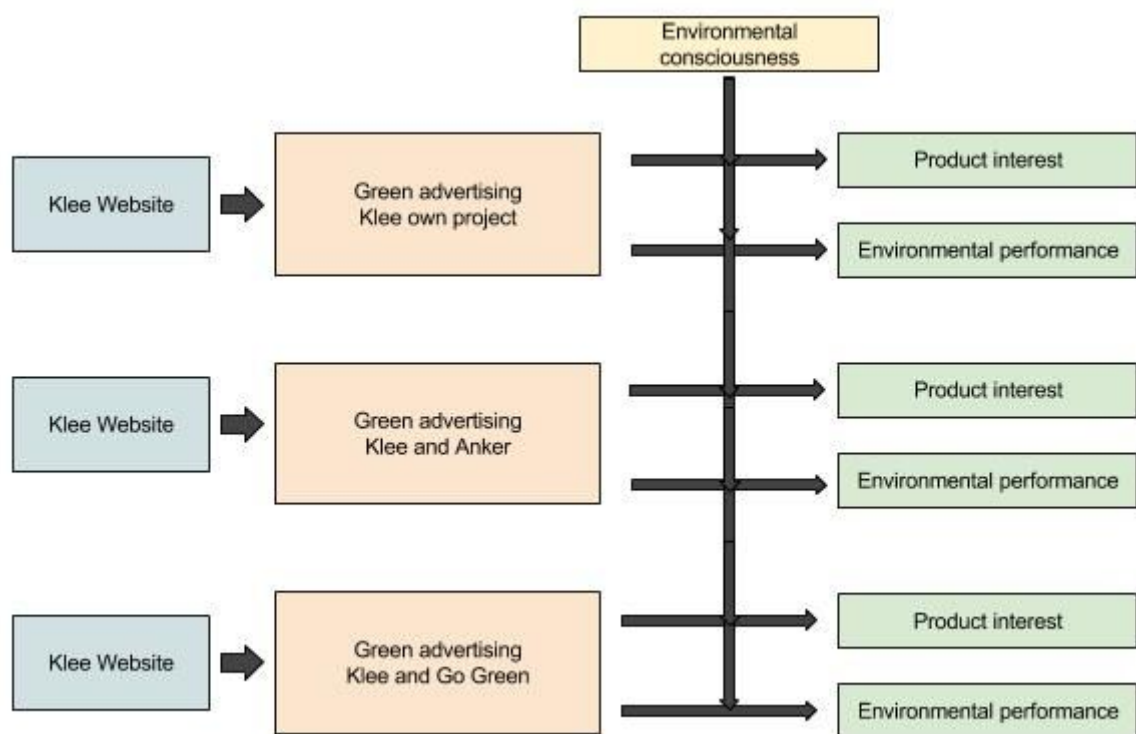
The expectations of the consumer about the green performance of the organization play an important role in the measurement of the organization's image (Creyer, 1997). According to Fombrun, Gardberg, and Sever (2000), environmental performance is also a construct to measure the reputation quotient. The set of questions for this construct consisted of seven questions. They were also answered with the 5point Likert Scale. The questions used in the survey were all based on the research of De Jong, Harkink, and Barth (In press) and deal with the effects of corporate greenwashing on consumers. "This company produces with the least possible harm to the environment." is one of the used questions. Two other questions are: "This company follows high ethical standards." and "This company prevents damage to the environment." Due to the fact that the Cronbach's Alpha of this construct is  $\alpha = .89$ , the construct environmental performance is also very reliable.

According to Andreu, Casado-Díaz, and Mattila (2015), the emotions of an individual reflect their evaluation of something. They further determine that research in CSR indicates that people are more likely to build an emotional attachment with a company or a brand that provide opportunities to do good. Therefore, measuring the emotional appeal to the company and the NGO is important to get to know how people think of the company and the NGO. The construct emotional appeal consisted of a set of five questions. Three of these questions are based on the study of Fombrun, Gardberg, and Sever (2000), such as the question: "I feel good with regard to the company Klee". The way the other two questions were designed was also based on the study of Fombrun, Gardberg, and Sever (2000), such as the question: "I like Klee." These questions

were also answered with the 5point Likert Scale. The Cronbach's Alpha of this construct in study 1 is  $\alpha = .83$ . Therefore, this construct is very reliable.

According to Barber, Taylor, and Strick (2009), the attitude of consumers towards the environment have a significant positive association with the willingness to purchase environmentally friendly wine. Hence, it can be concluded that people who care for the environment are more interested in environmentally friendly behaviour of companies than people who do not care for the environment. Therefore, the environmental consciousness is the moderator of both studies. The environmental consciousness is determined as independent variable and moderator of the study. It consisted of a set of five questions. All five questions were based on the research of De Jong, Harkink, and Barth (In press) as well and were measured by the use of a 5point Likert Scale, as well as the other constructs. Questions of this construct were: “I prefer environmentally friendly products” and “I see myself as an environmentally friendly person”. This construct is also reliable, since the Cronbach’s Alpha is  $\alpha = .83$  in the first study.

But, the factor analysis showed that not all of the questions of the constructs relate to each other. Therefore the construct visionary leadership and emotional appeal were completely deleted. Furthermore, one question of the construct product interest was deleted as well. The factor loadings of the non-deleted items are shown in Table 1 (Appendix A). Therefore, the whole research model changed.



#### 3.1.4. Procedure

When one of the participants clicked on the link, he or she was directly forwarded to the first part of the online survey where they could read a short introduction and the conditions for the experiment. If the participant did not agree to the conditions of the study, they were forwarded to the end of the experiment and did not participate. If they agreed to the conditions, the participant was randomly assigned to one of the manipulations. First, the participant had to answer questions about the demographic factors. After finishing the first questions, the participant was redirected to a picture of the website from the company Klee. The participant got the instruction to have a look at the website, which gave some basic information about the company. Then the participant was redirected to a one of the newspaper articles mentioned in 3.1.1. and got the instruction to read the newspaper article carefully. Which newspaper article they got depended on the group they were assigned to. Hereafter the participant had to answer questions about the five constructs.

The participants needed approximately ten minutes to complete the survey and were able to do so on different technical devices such as smartphones or laptops with an internet connection. All information and questions given in the survey were in German. The survey results were stored on a password protected laptop so that all collected information and data was stored safely. The data which was collected, analyzed and summarized, can be found in anonymous format in the appendix of the final report.

#### 3.1.5. Sample

The sample consisted of a random selection of German citizens. The age of the sample is circumscribed, which means that only people above 18 were allowed to participate in the study. The average age of the participants was 29 years. The youngest participant was 18, while the oldest participant was 59 years old. 62 % of the participants were women while 38 % were men. Furthermore, the participants scored relatively high in environmental consciousness ( $M=3.9$ ,  $SD=0.71$ ). That means that the participants are environmental conscious. The sample consisted of approximately 200 participants, but since the manipulation check showed that many people did not recognize the manipulation correctly the sample size was reduced to the people who did recognize the manipulation correctly. Furthermore, some people needed only a few seconds for the experiment, so that these people were expelled, as well as people who needed too much time

for the experiment. Hence, after deleting people because they worked too long or too short, 105 participants were left for the study. As already mentioned before, the participants of the study were divided into three groups. Thus, 34 participants were randomly assigned to group one, which is the group who read about no collaboration. 30 participants were randomly assigned to group 2, the group who read about the collaboration with another company, while 41 participants were randomly assigned to group 3. Group 3 is the group with people who read about a collaboration with an NGO. The links to the online questionnaires were published on Facebook, Instagram, via email, and via Whatsapp.

Furthermore, it was tested whether the participants' background characteristics were evenly spread over the experimental conditions.  $\chi^2$  tests showed that there were no significant differences between the three groups in the distribution of gender ( $\chi^2 = 1.195$ ,  $p = .550$ ). Analysis of variance showed no significant differences between the three groups in age ( $F(2, 202) = .253$ ,  $p = .78$ ) and in the environmental consciousness ( $F(2, 102) = .297$ ,  $p = .74$ ). Based on these analyses it can be concluded that the groups were comparable.

### 3.2. Study 2

#### 3.2.1. Research Design

The second study also consists of an online experiment in form of a between-subjects design, which is very similar to the experiment in study 1. The experiment is about the sub-question "What are the effects of a green alliance between a company and an NGO on the image of the NGO?" The independent variable in this case is the NGO, the dependent variables are the four constructs: visionary leadership, donation interest, environmental performance, emotional appeal. The construct environmental consciousness is independent and is designed as moderator of the study, the moderator is expected to affect the relation between the independent and dependent variables. As well as in study 1, this study also includes some demographic factors, such as the age, and the gender. Next to these variables there are three manipulations. The first manipulation is a newspaper article about a project of the NGO Go Green. The second manipulation is a newspaper article about a green alliance with another NGO. The third manipulation is a newspaper article about a green alliance with a company. In Figure 2, the research design of study 2 is shown. On the left the fictive NGO called Go Green is presented as the starting point of the study. Then, the three manipulations in form of newspaper articles are presented. On the right side of the model, the dependent variables are shown, which are

dependent of the manipulations. Between the manipulations and the dependent variables the moderator is shown, since the moderator affects the dependent variables as well as the manipulations. This process resulted in a 3x3 between-subjects experimental design as well as in study 1.

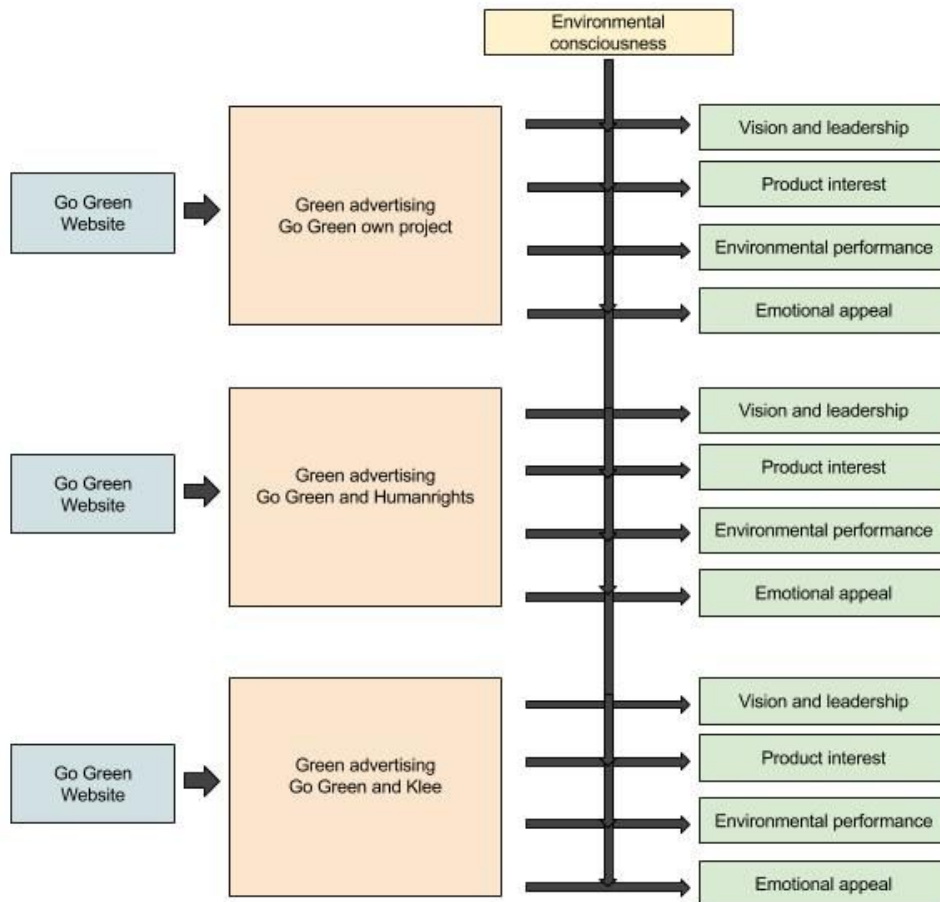


Figure 3. Research model study 2

### 3.2.2. Manipulations

The manipulations in study 2 are structured in the same way as the manipulations in study 1. The only difference is the information written in the articles. The first manipulation is presented as a newspaper article about the fictive NGO Go Green, which is presented as environmentally friendly. In the newspaper article the participants read about some projects of the NGO and about a new project they are going to work on.

In the second manipulation the test group is confronted with the partnership of the NGO Go Green with another fictive NGO, the NGO Humanrights. Humanrights is an organization that fights for human beings. This group also had to read a newspaper article about Go Green. In the newspaper article is almost the same information as in the article the control group got, but there



is one important difference: The NGO does not work on the project on its own but together with the other NGO, namely Humanrights.

The other test group is confronted with the manipulated variable, the partnership of the NGO Go Green with the fictive company Klee, which is also used in study 1. This group also had to read a newspaper article about Go Green. In the newspaper article is almost the same information as in the article the other groups got, but there is one important difference as well: The NGO does not work on the project on its own and not with another NGO but together with the company Klee. The company they work with has a bad image concerning the environment. Thus, the difference between the manipulated variable and the non-manipulated variable can be compared afterwards.

According to Parguel, Benoît and Larceneux (2011), a manipulation check is necessary to recognize whether the respondents got the information of the manipulations or not. At the end of the questionnaire two questions were asked to check if the participants got the information. In both studies more than 50% of all participants failed the manipulation check.

### 3.2.3. Instrument

The instrument of the second study is very similar to the instrument of the first study. It also consisted of a quantitative online experiment with a survey as instrument to measure the effects of the manipulations. At the beginning of the survey, there was a short introduction into the research topic in order to predict possible obscurities, so that the reliability of the research was guaranteed due to its repeatability (Dooley, 1984). The anonymity of the online survey ensured that the research was valid. The research target group was determined on German people. Therefore, the questionnaire and the manipulations were written and designed in German. The instrument was split into six parts. The first five parts consisted of the five constructs and the last part consisted of a manipulation check.

According to Cairns, Quinn, Alexander, and Doherty (2010), the leadership and its vision is important for the retail divestment. This underlines the fact that visionary leadership is important for the success of the company and, therefore, it is an important construct to measure the image. The construct visionary leadership was determined by a set of five questions in both studies. These questions were answered with the 5point Likert Scale (1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree). The questions concerning the visionary leadership of the respondents were based on the research by Fombrun, Gardberg, and Sever, done in 2000. They determined the constructs of the reputation quotient which is very important

for studies which deal with a company's image and reputation. In study 2, the questions are the same but instead of the organization Klee the NGO Go Green is used. The Cronbach's Alpha of the construct in this study was  $\alpha = .86$ .

In study 2, the construct product interest was replaced by the construct donation interest. While companies want to sell their products or services and get money for their own comfort (Lyon, & Montgomery, 2015), NGOs want the people to donate money to them, so that they have capital to perform their projects (Bennett, & Gabriel, 2003). According to Bennett, and Gabriel (2003), NGO's image and reputation have a strong effect on donor behavior. Thus, it is expected that the donation interest can be a good construct to measure the charity's image. It was measured by a set of five questions. All these questions were measured with the 5point Likert Scale. The questions used in the set were based on different studies. One of these studies is the study of Nowak, and Washburn (2000), such as the question: "I would eventually donate money to the issues of Go Green". Another question is based on the study of Parguel, Benoît-Moreau, and Larceneux (2011). The question is: "I would prefer to donate money to an organization with similar goals". There are also some questions which were not based on a certain study, such as the question: "If Go Green would address me on street, I would listen to them." The Cronbach's Alpha of this construct was  $\alpha = .68$ . Since this value is too low, one question was deleted so that the Cronbach's Alpha got higher. The question "I would prefer to donate money to an organization with similar goals." was deleted. The Cronbach's Alpha was  $\alpha = .79$  afterwards. This means that the construct is reliable as well.

According to Fombrun, Gardberg, and Sever (2000), environmental performance is also a construct to measure the reputation quotient. The set of questions for this construct consisted of seven questions. The questions for this construct were also answered with the 5point Likert Scale. The questions used in the survey were all based on the research of De Jong, Harkink, and Barth (In press) and deal with the effects of corporate greenwashing on consumers. The questions were basically the same as in study 1. The Cronbach's Alpha in this study for this construct was  $\alpha = .89$ .

The construct emotional appeal consisted of a set of five questions. Three of these questions were based on the study of Fombrun, Gardberg, and Sever (2000). These questions were also answered with the 5point Likert Scale and are the same questions as in the first study. The Cronbach's Alpha of this construct in study 2 was  $\alpha = .86$ .

The environmental consciousness is the moderator of both studies. It is determined as independent variable and moderator of the study. It consisted of a set of five questions. All five

questions were based on the research of De Jong, Harkink, and Barth (In press) as well and were measured by the use of a 5point Likert Scale, as well as the other constructs. The questions of this construct were exactly the same questions as in study 1. This construct is also reliable, since the Cronbach's Alpha was  $\alpha = .80$ .

But, as well as in study 1, the factor analysis showed that not all of the questions of the constructs relate to each other. Therefore, the construct visionary leadership was completely deleted and the constructs emotional appeal and donation interest were taken together into the new construct compliance with the NGO. However, one question of emotional appeal and one question of donation interest were deleted. The new research model for study 2 is shown below. The factor loading of environmental consciousness, environmental performance and compliance with the NGO are shown in Table 5 (Appendix A).

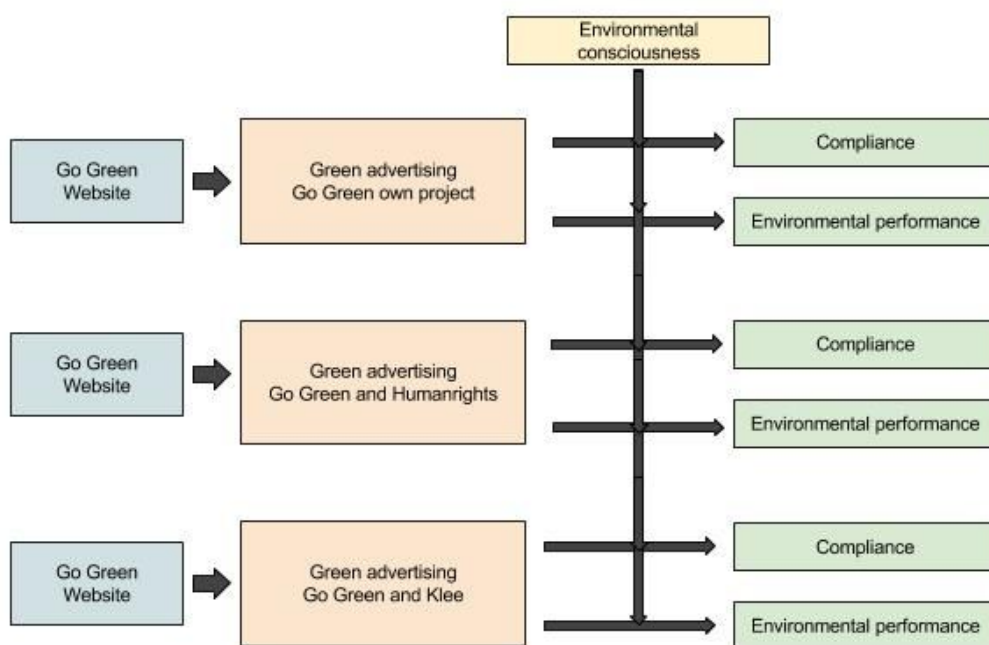


Figure 4. New research model study 2

### 3.2.4. Procedure

The second study was done in a very similar way as it was done in study 1. When one of the participants clicked on the link they were directly forwarded to the first part of the online survey where they could read a short introduction and the conditions for the experiment. If the participants did not agree to the conditions they were forwarded to the end of the experiment and did not participate. If they agreed to the conditions, the participants were randomly assigned to one of the three manipulations. First, the participant had to answer questions about the demographic factors. After finishing the first questions, the participant was redirected to a

picture of the website from the NGO Go green. The participant got the instruction to have a look at the website, which gave some basic information about the company. Then, the participant was redirected to a one of the newspaper articles and got the instruction to read the newspaper article carefully. Which newspaper article they got depended on the group they were assigned to. Hereafter, the participant had to answer questions about the five constructs.

For this study, the participants also needed approximately ten minutes to complete the survey and were able to do so on different technical devices such as smartphones or laptops with an internet connection as well as in study 1. The survey results were stored on a password protected laptop so that all collected information and data was stored safely.

### 3.2.5. Sample

The sample in study 2 also consisted of a random selection of German citizens. As in study 1, the age of the sample was circumscribed, so that only people above 18 participated in the study. The average age of the participants was 29 years as well as in study 1. The youngest participant was 18, while the oldest participant was 66 years old. 58% of the participants were women while 42% were men. As well as in study 1, the participants scored relatively high in environmental consciousness ( $M=3.85$ ,  $SD=0.64$ ). The sample consisted of approximately 200 participants, but since the manipulation check showed that many people did not recognize the manipulation correctly the sample size was reduced to the people who did recognize the manipulation correctly. Furthermore, some people needed only a few seconds for the experiment, so that these people were expelled, as well as people who needed too much time for the experiment. Hence, after deleting people because they worked too long or too short, 84 participants were left for the study. As already mentioned before, the participants of the study were divided into three groups so that 22 participants were randomly assigned to group one, which is the group who read about no collaboration. 35 participants were randomly assigned to group 2, the group who read about the collaboration with another NGO, whereas 27 participants were randomly assigned to group 3. Group 3 is the group with people who read about a collaboration with a company.

Furthermore, it was tested whether the participants' background characteristics were evenly spread over the experimental conditions.  $\chi^2$  tests showed that there were no significant differences between the three groups in the distribution of gender ( $\chi^2 = .767$ ,  $p = .682$ ). Analysis of variance showed no significant differences between the three groups in age ( $F(2, 81) = .068$ ,  $p = .935$ ) and in the environmental consciousness ( $F(2, 81) = 2.171$ ,  $p = .121$ ). Based on these analyses, it can be concluded that the groups were comparable.

## 4. Results

### 4.1. Study 1

Before conducting the MANOVA, it was checked if the data conformed to the assumptions of MANOVA. Regarding univariate and multivariate outliers, and linearity, no problems were found. To check the absence of multicollinearity it was necessary to analyze the correlations between the dependent variables, which appeared to be at the acceptable range of .313, so that it was sure that the dependent variables did not correlate to each other. The Box's M test of equality of covariance matrices had a significance level above .001, which means that the variance between the groups is equal. However, no multivariate normality was present in the data, but as turned out, the MANOVA seems to be robust against the absence of multivariate normality in the data (Pagano, 2010; Salkind, 2010; Wilcox, 2012). Therefore, the data was used despite the missing normality.

The multivariate test results are shown in Table 1. But no significant differences were found regarding the different manipulations, as well regarding the different levels of environmental consciousness. This means that the three different manipulations yielded similar results regarding the environmental performance and the product interest. Table 2 shows the descriptive statistics.

Table 1

*Multivariate test results (Study 1)*

	Pillai's Trace	F	df	Significance	eta <sup>2</sup>
Manipulations	.056	1.414	4	.231	.028
Environmental Consciousness	.004	.185	2	.831	.004
Manipulations* Environmental Consciousness	.018	.460	4	.765	.009

\*\* significant at  $p < .05$

Table 2

*Descriptive Statistics (Study 1)*

Environmental Consciousness			Mean Square	Standard Deviation	N
Environmental Performance	Above 2	Klee	1.88	.57	14
		Klee and Anker	2.2	.83	13
		Klee and Go Green	2.47	.89	18
		Total	2.21	.81	45
	Below 2	Klee	2.07	.8	20
		Klee and Anker	2.28	.49	17
		Klee and Go Green	2.34	.84	23
		Total	2.23	.74	60
	Total	Klee	1.99	.71	34
		Klee and Anker	2.24	.65	30
		Klee and Go Green	2.39	.85	41
		Total	2.22	.76	105
Product Interest	Above 2	Klee	3.07	.87	14

	Klee and Anker	3.15	1.09	13
	Klee and Go Green	3.07	.91	18
	Total	3.09	.93	45
Below 2	Klee	2.89	.84	20
	Klee and Anker	3.01	1.01	17
	Klee and Go Green	3.16	1.09	23
	Total	3.03	.98	60
Total	Klee	2.97	.84	34
	Klee and Anker	3.07	1.03	30
	Klee and Go Green	3.12	1	41
	Total	3.06	.96	105

*Note:* Scores measured on 5-point scales (1 = negative, 5 = positive).

#### 4.2. Study 2

As well as in study 1, it was checked if the data conformed to the assumptions of MANOVA. Regarding univariate and multivariate outliers, and linearity, no problems were found. To check the absence of multicollinearity it was necessary to analyze the correlations between the two dependent variables, which appeared to be within the acceptable correlation  $r = .594$ , so that it was sure that the dependent variables did not correlate to each other. The Box's M test of equality of covariance matrices had a significance level above .001, which means that the variance between the groups is equal. However, no multivariate normality was present in the data, but as turned out, the MANOVA seems to be robust against the absence of multivariate

normality in the data (Pagano, 2010; Salkind, 2010; Wilcox, 2012). Therefore, the data was used despite the missing normality.

The multivariate test results are shown in Table 3. No significant difference was found regarding the three different manipulations. This means that the three different manipulations yielded similar results regarding the environmental performance and compliance of the consumers.

However, a significant difference was found regarding the environmental consciousness on the dependent variable compliance. The partial  $\eta^2$  indicates an effect of .155. This means that 15% of the outcome are attributed to the environmental consciousness of the consumers. The results showed that people who score high on environmental consciousness score lower on compliance ( $M=3.27$ ,  $SD=.84$ ) than people who score low on environmental consciousness ( $M = 3.79$ ,  $SD = .82$ ). Nevertheless, the results did not include the manipulations, since no significant difference was found regarding the environmental consciousness\*manipulations on the dependent variables. These results rejected hypothesis 3. Table 4 shows the descriptive statistics of study 2.

Table 3

*Multivariate test results (Study 2)*

	Pillai's Trace	F	df	Significance	eta <sup>2</sup>
Manipulations	.095	1.934	4	.107	.047
Environmental Consciousness	.155	7.064	2	.002**	.155
Manipulations* Environmental Consciousness	.060	1.211	4	.308	.030

\*\* significant at  $p < .05$

Table 4

*Descriptive statistics (Study 2)*



Environmental Consciousness			Mean square	Standard Deviation	N
Compliance	Above 2,2	Go Green	3.58	.67	9
		Go Green and Humanrights	3.06	1	17
		Go Green and Klee	3.31	.72	15
		Total	3.27	.84	41
	Below 2,2	Go Green	2.73	.79	13
		Go Green and Humanrights	2.94	.9	18
		Go Green and Klee	2.46	.7	12
		Total	2.74	.82	43
	Total	Go Green	3.08	.84	22
		Go Green and Humanrights	2.9	.94	35
		Go Green and Klee	2.93	.82	27
		Total	2.9	.87	84
Environmental Performance	Above 2,2	Go Green	3.84	.39	9
		Go Green and Humanrights	3.9	.87	17
		Go Green and Klee	3.63	.82	15

	Total	3.79	.76	41
Below 2,2	Go Green	3.47	.94	13
	Go Green and Humanrights	4.02	.8	18
	Go Green and Klee	3.57	.48	12
	Total	3.73	.8	43
Total	Go Green	3.62	.77	22
	Go Green and Humanrights	3.96	.83	35
	Go Green and Klee	3.60	.68	27
	Total	3.76	.78	84

*Note:* Scores measured on 5-point scales (1 = negative, 5 = positive).

## 5. Discussion

### 5.1. Main Findings

In this study, the effects of greenwashing on the image of companies and NGOs were experimentally assessed. Compared to former studies, this research focused on green alliances between NGOs and companies and on the image of both measured in two similar studies. Based on the literature, five hypotheses were designed. But only one hypothesis was significantly confirmed by the results. The other four hypotheses were rejected. That means that a green advertisement in which an alliance between a company and an NGO is shown does not affect the image of the company better than a green advertisement does in which no alliance is shown. As well it can be concluded that a green advertisement in which an alliance between a company and an NGO is shown does not affect the image of the company better than a green advertisement in which an alliance between two companies is shown.

Furthermore, the results of the second study showed that green alliances with companies do not have the ability to affect the image of the NGO more negatively than an alliance between two NGOs and more negatively than no alliance. Therefore, it can be concluded that alliances between NGOs and companies do not affect the image of the NGO negatively.

The environmental consciousness of the consumer does not influence the way consumers think about the green alliances regarding the image of the company, measured in the first study. But in the second study, the environmental consciousness of the consumer does influence the way consumers think about the green alliances regarding to the image of the NGO: People who are environmentally conscious are less compliant with the actions of the NGO than people who are not environmentally conscious. However, it could not significantly differentiate between the different actions of the NGO, for instance if they collaborate with a company or not, and the compliance of the participants.

### 5.2. Theoretical Implications

In the study of Langen, Grebitus, and Hartmann (2010) the results were similar to the findings in this study. As already mentioned above, the study is about the case of the German coffee producer Dallmayr and its cooperation with the NGO 'Menschen für Menschen'. The research deals with the questions whether cause-related marketing (CrM) is seen as greenwashing. Cause-related marketing is described as a marketing tool which transforms the purchase of the product to a goal-oriented donation (Langen, Grebitus, & Hartmann, 2010). Their results show

that most people do not perceive CrM as greenwashing and that, therefore, the image of the company was not damaged. As well as the results of this study, which show that consumers see no differences between an obviously greenwashing advertisement and green alliances regarding to the image of the company. The difference between the studies is that they measure the recognition of greenwashing and ask the consumer directly whether they view the collaboration as greenwashing or not, while in this study the consumer was not questioned concerning greenwashing behavior but only the image was measured and compared to two other strategies. Since the results of this study show no significant differences between the different strategies, the participants either see all strategies as greenwashing or none of the strategies. A second difference between the two studies is the fact that the other study only focused on the image of the company but this study also focused on the image of the NGO.

Another study which can be compared to this study is the study of Barber, Taylor, and Strick (2009). They found that people who care for the environment are more interested in environmentally friendly behaviour of companies than people who do not care for the environment. In the second study of this research the results are similar, since this study found that the environmental consciousness of the consumer does influence the way consumers think about the green alliances regarding to the image of the NGO. But in the first study, it was found that the environmental consciousness of the consumer does not influence the way consumers think about the green alliances regarding to the image of the company.

A last point that is useful to discuss and compare to the studies is the theory of Cognitive Dissonance (Festinger, 1954). In this regard, it could be expected that the collaboration with a similar organization would affect the image better than the other collaboration. But due to the non-significant results of this study, this theory is not a useful framework to measure the effects of green alliances. But according to the study of De Jong, Harkink, and Barth (In press), the theory that people may experience cognitive dissonance in various directions leads to a more differentiated view on the effects of greenwashing.

### 5.3 Limitations of the Studies

There are some limitations of both studies that have to be considered. First, the spreading of the experiments were limited by social media, Whatsapp and emails. A better way to reach more participants could be via the student network Sona. Participants get Sona points as a reward for their participation, so that they might take the study more serious.

A second limitation of the study is the fact that the company and the NGO presented in the manipulations are fictive organizations. A fictive case also has many advantages, for instance the fact that people are not affected by other factors such as their personal liking and sympathy of the organization. But in an artificial case the participants first had to read a lot of information about the company and the NGO. In a real case the image of companies and NGOs in the mind of the participants would be based on rich experiences, so that in the study there would be no constrained exposure to the information about the organization and the NGO. According to De Jong, Harkink, and Barth (In press), this leads to a research design in which the characteristics of the company are relatively superficial. This limitation applies to previous greenwashing research as well.

Third, other factors might exist that could have influenced the dependent variables next to the manipulations and the environmental consciousness, such as the design of the fictive websites, or the liking of chocolate of the participants. If there was a participant that hates chocolate and has to answer questions about product interest, it is obvious that the participant scores low in product interest without paying attention to the manipulations.

Fourth, the variable environmental consciousness could have been affected by the social responsibility bias. According to Nederhof (1985), the tendency of the participants to answer the survey questions in a manner that will be viewed favorably by others is often observed. Therefore, it might be possible that the environmental consciousness of the respondents is not really that positive but stems from the need to be perceived as environmentally friendly by others, which in the end results in dishonest responses. This would not affect the results concerning the image of the company or the NGO, but it would influence the relation between the moderator and the dependent variables.

#### 5.4. Future Research

This study delivers interesting issues for future research, for instance the fact that it was difficult to presume the outcome of the role of the environmental consciousness in the first. On the one hand, it seemed to be clear that people who would score high in environmental consciousness also would score high in the dependent variables, if the NGO-company relationship was shown in the first study, since the company is doing something good for the environment. On the other hand, it might happen that people who are more environmentally conscious are more critical against the company with the bad image concerning the environment and are, therefore, less manipulable than others. This could be the explanation for the findings and could be the start for

future research. Therefore, future research could focus more detailed on the environmental consciousness of the consumers as a moderator.

Furthermore, this study did not include a condition without any sign of greenwashing. Future research could include such a condition. Hence, the study could include three conditions: a newspaper article in which a collaboration is shown, a newspaper article with a greenwashed advertisement and a newspaper article without any green clues.

The study of Langen, Grebitus and Hartmann (2010) and this study delivers another idea for future research. The difference between the studies is that they advert to greenwashing and ask the consumer directly whether they view the collaboration as greenwashing or not, while in this study the consumer was not advert to greenwashing behavior but only the image was measured and compared to two other strategies. Since the results of this study show no significant differences between the different strategies, the participants either see all strategies as greenwashing or none of the strategies. This could be the next step for further research, so that a new research question could be “Are the three strategies (Green advertisement, green alliance with an NGO, green alliance with a company) seen as greenwashing?”

## 5.5. Conclusion

In this research, two experimental studies on the effects of green alliances on the image of companies and NGOs were conducted. The findings indicate that green alliances do not function as a more beneficial strategy for organizations to improve their image than general green advertising does. For the NGOs, the findings indicate that green alliances with environmentally unfriendly companies do not affect the image of the NGO negatively, so that NGOs can carefree go on with such alliances and take all the advantages of it.

In all, the results thus lead to no significant effects of green alliances. This means that companies do not really need to spend much time and money in such alliances. Furthermore, NGOs do not need to worry about their image when they are working together with companies whose reputations are ambiguous.

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## Appendix A: Tables Factor Analysis

Table 5

*Factor analysis of the dependent variables and background constructs (Study 1)*

	1	2	3
Klee hält Rücksicht auf die Natur.	.873		
Klee hat hohe ethische Standarts.	.819		
Klee verhindert die Umweltverschmutzung.	.807		
Klee scheint Umweltfreundlichkeit wichtiger zu finden als Profit.	.775		
Klee produziert seine Produkte so Umweltfreundlich wie möglich.	.762		
Klee trägt zum Wohlbefinden der Gesellschaft bei.	.696		
Klee macht deutlich, dass die zukünftige Generation wichtig ist.	.664		
Ich würde eine reduzierte Testversion der Schokolade kaufen.		.850	
Wenn ich Schokolade von Klee im Laden sehen würde, würde ich sie eventuell kaufen.		.822	
Ich denke nicht, dass ich die Schokolade von Klee jemals kaufen würde. (R)		.803	
Die Schokolade von Klee macht mich neugierig.		.787	

Ich würde gerne eine Portion der Schokolade probieren.	.735
Umweltfreundliche Produkte ziehe ich anderen Produkten vor.	.823
Firmen die umweltfreundlich handeln ziehe ich anderen Firmen vor.	.810
Ich sehe mich selbst als eine umweltfreundliche Person.	.805
Ich gebe mein Bestes um so umweltfreundlich wie möglich zu handeln.	.786
Ich finde es wichtig über die Umwelt nach zu denken.	.594

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Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.a

Table 6

*Factor analysis of the dependent variables and background constructs (Study 2)*

	1	2	3
Go Green verhindert die Umweltverschmutzung.	.836		
Go Green hat hohe ethische Standards.	.800		
Go Green hält Rücksicht auf die Natur.	.774		
Go Green trägt zum Wohlbefinden der Gesellschaft bei.	.731		
Go Green macht deutlich, dass die zukünftige Generation wichtig ist.	.714		

Go Green scheint Umweltfreundlichkeit wichtiger zu finden als Profit.	.693	
Go Green produziert seine Produkte so umweltfreundlich wie möglich.	.628	
Ich wäre eventuell daran interessiert Go Green Geld zu spenden.		.772
Ich habe ein gutes Gefühl im Bezug auf die Organisation Go Green.	.476	.753
Ich würde gerne mehr Informationen über die Spendenaktionen von Go Green erhalten.		.745
Ich vertraue der Organisation Go Green.	.413	.727
Ich denke nicht, dass ich Go Green jemals spenden würde. (R)		.700
Mir gefällt die Organisation Go green.	.439	.700
Ich bewundere und respektiere die Organisation Go Green.	.432	.688
Ich wäre bereit Vertretern von Go Green zuzuhören, wenn sie mich auf der Straße ansprechen würden.		.581
Umweltfreundliche Produkte ziehe ich anderen Produkten vor.		.793
Ich sehe mich selbst als eine Umweltfreundliche Person.		.786
Ich gebe mein Bestes um so umweltfreundlich wie möglich zu sein.		.749
Ich finde es wichtig über die Umwelt nach zu		.670

denken.

Firmen die umweltfreundlich handeln ziehe ich anderen Firmen vor.	.663
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Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.a

## Appendix B: Manipulations and Websites

Study 1:

Website:



Manipulations:



## **Firma Klee will die Umwelt retten**

**Der Schokoladenkonzern Klee steht regelmäßig am Pranger. Palmölplantagen, das gierige Geschäft mit Wasser oder umweltschädliche Stoffe sind Gründe für die vielen Skandale der letzten Jahre. Jetzt will Klee alles wieder gut machen.**

Mit dem Hashtag #KleeCares sorgte der Schokoladenhersteller Klee in der letzten Woche in den Sozialen Medien für Aufsehen. Ausgerechnet die Firma, die jahrelang als eine der umweltschädlichsten Lebensmittelunternehmen weltweit galt, startet nun die Kampagne KleeCares, die den Konsumenten der Klee Produkte verdeutlichen soll wie wichtig Umweltschutz ist. Die Firma Klee wurde 1987 von dem Geschäftsmann Ludger Klee gegründet. Seitdem gab es zahlreiche Skandale, denn obwohl die kleinen Schokoladentafeln sich großer Beliebtheit freuten, gab es zahlreiche Kritiker die Klee als Umweltsünder prangelten. Von Palmölplantagen, Umweltverschmutzung und Wasserverschwendung der Firma berichteten die Medien, beinahe jährlich. Das ist wohl der Grund warum die Kampagne die nun die Umwelt retten soll für Viele so überraschend ist. Der Pressesprecher der Firma äußerte sich zu dieser Verwunderung deutlich: "Die vielen Ungeschicke der letzten Jahre, wollen wir nun wieder gut machen. Die Kampagne scheint dafür ein guter Weg zu sein." Auf die Frage, ob die Firma etwas an der Art und Weise der Schokoladenproduktion verbessert hat, gesteht Klee: "Wir arbeiten daran".

## **Firma Klee will die Umwelt retten**

**Der Schokoladenkonzern Klee steht regelmäßig am Pranger. Palmölplantagen, das gierige Geschäft mit Wasser oder umweltschädliche Stoffe sind Gründe für die vielen Skandale der letzten Jahre. Jetzt fusioniert Klee mit der Firma Anker.**

Mit dem Hashtag #KleeMeetsAnker sorgte der Schokoladenhersteller Klee in der letzten Woche in den Sozialen Medien für Aufsehen. Die Firma Klee wurde 1987 von dem Geschäftsmann Ludger Klee gegründet. Seitdem gab es zahlreiche Skandale, denn obwohl die kleinen Schokoladentafeln sich großer Beliebtheit freuten, gab es zahlreiche Kritiker die Klee als Umweltsünder prangelten. Von Palmölplantagen, Umweltverschmutzung und Wasserverschwendung der Firma berichteten die Medien, beinahe jährlich. Doch seit Wochen hat sich etwas geändert, denn die Firma Klee schließt sich jetzt mit der Firma Anker für ein gemeinsames Projekt zusammen. Die Firma Anker produziert Süßwaren und gilt als eine der umweltfreundlichsten Lebensmittelkonzernen weltweit. Seit Ihrer Gründung gab es keinerlei Skandale in Bezug auf Anker. Zusammen wollen die Firmen ein Projekt starten, welches der Umwelt zugute kommen soll. Dieses Projekt kommt für Viele überraschend. Der Pressesprecher der Firma Klee äußerte sich zu dieser Verwunderung deutlich: "Die vielen Ungeschicke der letzten Jahre, wollen wir nun wieder gut machen. Die Kampagne scheint dafür ein guter Weg zu sein." Auf die Frage, ob die Firma etwas an der Art und Weise der Schokoladenproduktion verbessert hat, gesteht Klee: "Wir arbeiten daran".

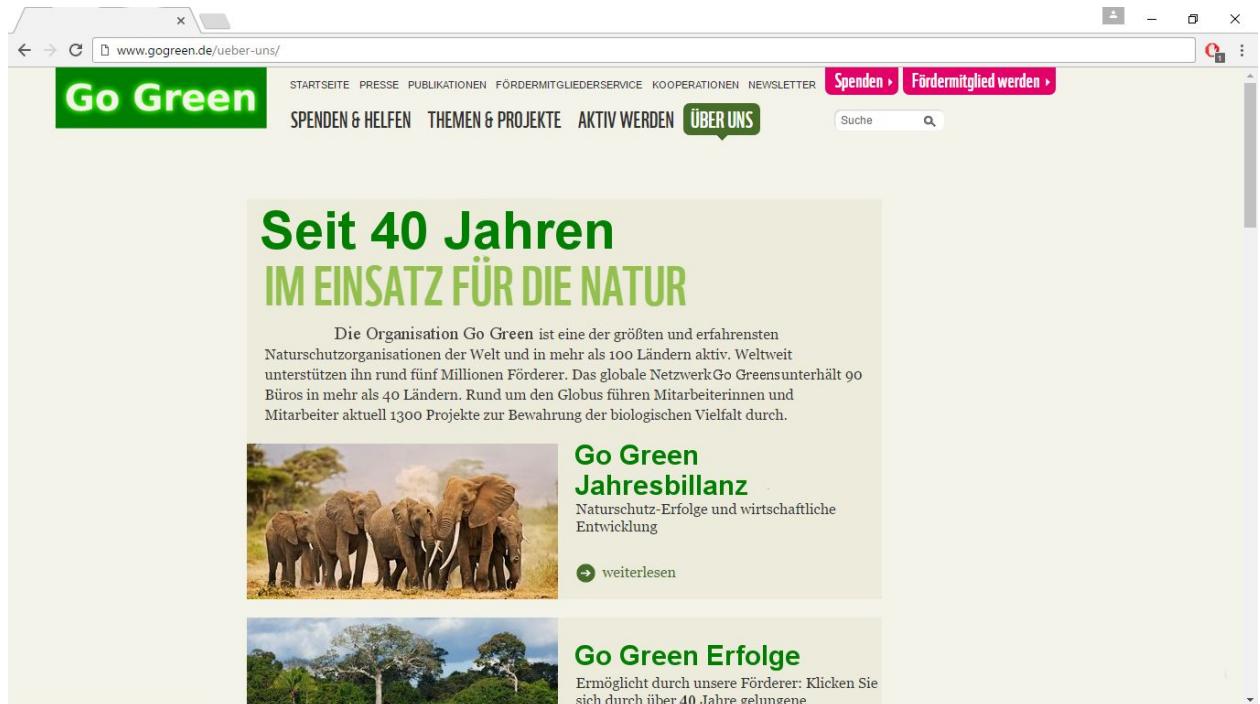
## **Firma Klee will die Umwelt retten**

**Der Schokoladenkonzern Klee steht regelmäßig am Pranger. Palmölplantagen, das gierige Geschäft mit Wasser oder umweltschädliche Stoffe sind Gründe für die vielen Skandale der letzten Jahre. Jetzt fusioniert Klee mit der NGO Go Green.**

Mit dem Hashtag #KleeMeetsAnker sorgte der Schokoladenhersteller Klee in der letzten Woche in den Sozialen Medien für Aufsehen. Die Firma Klee wurde 1987 von dem Geschäftsmann Ludger Klee gegründet. Seitdem gab es zahlreiche Skandale, denn obwohl die kleinen Schokoladentafeln sich großer Beliebtheit freuten, gab es zahlreiche Kritiker die Klee als Umweltsünder prangelten. Von Palmölplantagen, Umweltverschmutzung und Wasserverschwendung der Firma berichteten die Medien, beinahe jährlich. Doch seit Wochen hat sich etwas geändert, denn die Firma Klee schließt sich jetzt mit der Non-profit Organisation Go Green für ein gemeinsames Projekt zusammen. Go Green ist eine Umweltorganisation die seit 1970 für den Umweltschutz und den Tierschutz kämpft. Mit zahlreichen Aktionen und Projekten sammeln Sie Spenden die der Umwelt zugute kommt. Zusammen wollen Go Green und Klee ein solches Projekt starten. Dieses gemeinsame Projekt kommt für Viele überraschend. Der Pressesprecher der Firma äußerte sich zu dieser Verwunderung deutlich: "Die vielen Ungeschicke der letzten Jahre, wollen wir nun wieder gut machen. Die Kampagne scheint dafür ein guter Weg zu sein." Auf die Frage, ob die Firma etwas an der Art und Weise der Schokoladenproduktion verbessert hat, gesteht Klee: "Wir arbeiten daran".

Study 2:

Website:



Manipulations:

## 40 Jahre Go Green

**Seit 1977 kämpft die non-profit Organisation Go Green für den Umwelt- und Tierschutz. Mit zahlreichen Aktionen und Projekten sammeln sie Spenden die der Umwelt zugute kommen. Die Organisation feiert dieses Jahr ihr 40-jähriges Jubiläum.**

Go Green, ist eine deutsche Stiftung mit Sitz in Düsseldorf, NRW. Sie wurde 1977 gegründet und ist eine der größten internationalen Natur- und Umweltschutzorganisationen. Go Green setzt sich ein für den Erhalt der biologischen Vielfalt der Erde, die nachhaltige Nutzung natürlicher Ressourcen und die Eindämmung von Umweltverschmutzung und schädlichem Konsumverhalten. Die Organisation ist in über 80 Ländern mit eigenen Büros vertreten und wird von über fünf Millionen Menschen unterstützt. Die NGO finanziert sich überwiegend durch Spenden und hat an der Gründung vieler anderer Organisationen und Initiativen mitgewirkt. Dieses Jahr feiert Go Green ihr 40-jähriges Jubiläum. Um dieses Ereignis zu feiern fand am Montag eine große Spendengala statt. Die Einnahmen der Gala sollen laut Go Green für das neue Projekt "Retter der Ostsee" ausgegeben werden. Dieses Projekt startet Anfang Juni und soll die Verschmutzung der deutschen Ostsee stoppen.

## 40 Jahre Go Green

**Seit 1977 kämpft die non-profit Organisation Go Green für den Umwelt- und Tierschutz. Mit zahlreichen Aktionen und Projekten sammeln sie Spenden die der Umwelt zugute kommen.**

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## 40 Jahre Go Green

**Seit 1977 kämpft die non-profit Organisation Go Green für den Umwelt- und Tierschutz. Mit zahlreichen Aktionen und Projekten sammeln sie Spenden die der Umwelt zugute kommen.**

Go Green, ist eine deutsche Stiftung mit Sitz in Düsseldorf, NRW. Sie wurde 1977 gegründet und ist eine der größten internationalen Natur- und Umweltschutzorganisationen. Go Green setzt sich für den Erhalt der biologischen Vielfalt der Erde, die nachhaltige Nutzung natürlicher Ressourcen und die Eindämmung von Umweltverschmutzung und schädlichem Konsumverhalten ein. Die Organisation ist in über 80 Ländern mit eigenen Büros vertreten und wird von über fünf Millionen Menschen unterstützt. Die NGO finanziert sich überwiegend durch Spenden und hat an der Gründung vieler anderer Organisationen und Initiativen mitgewirkt. Dieses Jahr feiert Go Green ihr 40-jähriges Jubiläum. Um dieses Ereignis zu feiern fand am Montag eine große Spendengala statt. Die Einnahmen der Gala sollen laut Go Green für das neue Projekt "Retter der Ostsee" ausgegeben werden. Dieses Projekt startet Anfang Juni und soll die Verschmutzung der deutschen Ostsee stoppen. Die Firma Klee schließt sich für dieses Projekt mit Go Green zusammen. Denn zusammen können sie mehr erreichen, wie der Pressesprecher von Go Green auf der Spendengala verkündete. Die Firma Klee produziert seit 1987 Schokolade in vielen verschiedenen Varianten. Doch es gab zahlreiche Skandale, denn obwohl die kleinen Schokoladentafeln sich großer Beliebtheit freuten, prangten Kritiker die Firma Klee als Umweltsünder. Von Palmölplantagen, Umweltverschmutzung und Wasserverschwendung der Firma berichteten die Medien, beinahe Jährlich. Der Pressesprecher der Firma Klee kommentierte diesen unerwarteten Zusammenschluss wie folgt: "Die vielen Ungeschicke der letzten Jahre, wollen wir nun wieder gut machen. Das Projekt scheint dafür ein guter Weg zu sein."

## Appendix C: Survey

### Study 1:

#### Info

Diese Studie wird durchgeführt um Daten zu versammeln, welche im Rahmen einer Masterarbeit durch die Studentin Christina Becking, der Universität Twente durchgeführt wird. Die Befragung besteht aus Multiple Choice Fragen (Auswahlfragen) und wird nicht länger als 15 Minuten dauern. Ihre Teilnahme ist freiwillig und Sie können selbst wählen ob Sie an der Studie teilnehmen wollen oder nicht. Wenn Sie sich entscheiden teilzunehmen, können Sie sich während der Befragung trotzdem dazu entscheiden durch das Schließen des Fensters die Studie abubrechen. Das Abschließen der Befragung impliziert Ihre Einwilligung der Teilnahme. Die Teilnahme an dieser Studie weist keine Risiken auf. Bei Einwilligung an der Teilnahme dieser Studie, verzichten Sie nicht auf Ihre Rechte auf Rückanspruch im Falle einer Verletzung Ihrer Rechte. Es werden keine persönlichen Daten wie zum Beispiel der Name oder die Adresse erfasst. Ihre Antworten werden anonym und vertraulich behandelt, sodass niemand Ihre Antworten identifizieren kann oder auf Ihre Teilnahme an dieser Studie schließen kann. In dieser Studie gibt es keine richtigen oder falschen Antworten. Die Resultate werden auf einem passwortgeschützten Laptop gespeichert. Alle gesammelten Informationen und Daten werden sicher aufbewahrt. Informationen aus der Befragung werden anonym in Form eines Endberichts zusammengefasst. Wenn Sie Fragen über die Studie haben oder Interesse an den Resultaten dieser Studie haben, kontaktieren Sie mich via [c.becking@student.utwente.nl](mailto:c.becking@student.utwente.nl). Stimmen Sie den oben genannten Bedingungen zu?

Ja ☐

Nein ☐

#### Wählen Sie Ihr Geschlecht.

Weiblich ☐

Männlich ☐

Wie alt sind Sie?

\_\_\_\_\_

Im Folgenden, werden Ihnen Fragen über Ihre Meinung gestellt. Beim beantworten der Fragen ist es wichtig, dass Sie nicht zu viel nachdenken und die Fragen nach Ihrem Bauchgefühl beantworten. In dieser Umfrage, gibt es kein richtig oder falsch.

Wie stark treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Die Schokolade von Klee macht mich neugierig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde eine reduzierte Testversion der Klee Schokolade kaufen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn ich Schokolade von Klee im Laden sehen würde, würde ich sie eventuell kaufen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde gerne eine Portion der Schokolade probieren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde gerne mehr Informationen über die Schokolade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

haben.

Ich denke	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
nicht, dass ich					
die Schokolade					
von Klee					
jemals kaufen					
würde. (R)					

Wie stark treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Ich habe ein gutes Gefühl in Bezug auf die Firma Klee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bewundere und respektiere die Firma Klee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich vertraue der Firma Klee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Handlungen der Firma Klee beunruhigen mich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mir gefällt die Firma Klee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wie sehr treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Klee hat gute Führungskräfte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee hat eine klare Vision für die Zukunft der Firma.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Firma Klee nimmt Marktmöglichkeiten wahr.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Firma Klee ist gut organisiert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee scheint ein guter Arbeitgeber zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee scheint eine Firma mit guten Angestellten zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wie sehr treffen die folgenden Aussagen auf Sie zu?

trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft eher nicht zu
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Klee produziert seine Produkte so umweltfreundlich wie möglich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee hat hohe ethische Standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee verhindert die Umweltverschmutzung.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee trägt zum Wohlbefinden der Gesellschaft bei.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee hält Rücksicht auf die Natur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee scheint Umweltfreundlichkeit wichtiger zu finden als Profit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klee macht deutlich, dass die zukünftige Generation wichtig ist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wie stark treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Umweltfreundliche Produkte ziehe ich anderen Produkten vor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Firmen die umweltfreundlich handeln ziehe ich anderen Firmen vor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Ich sehe mich selbst als eine umweltfreundliche Person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Ich gebe mein Bestes um so umweltfreundlich wie möglich zu handeln.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Ich finde es wichtig um über die Umwelt nach zu denken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Arbeitet die Firma Klee mit einer anderen Organisation zusammen?

Ja ☐

Nein ☐

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Mit welcher Art Organisation arbeitet Klee zusammen?

Mit einer Non-Profit Organisation. ☐

Mit einer Firma die Süßwaren produziert. ☐

Klee arbeitet mit keiner anderen Organisation zusammen. ☐

## Study 2:

### Info

Diese Studie wird durchgeführt um Daten zu versammeln, welche im Rahmen einer Masterarbeit durch die Studentin Christina Becking, der Universität Twente durchgeführt wird. Die Befragung besteht aus Multiple Choice Fragen (Auswahlfragen) und wird nicht länger als 15 Minuten dauern. Ihre Teilnahme ist freiwillig und Sie können selbst wählen ob Sie an der Studie teilnehmen wollen oder nicht. Wenn Sie sich entscheiden teilzunehmen, können Sie sich während der Befragung trotzdem dazu entscheiden durch das Schließen des Fensters die Studie abubrechen. Das Abschließen der Befragung impliziert Ihre Einwilligung der Teilnahme. Die Teilnahme an dieser Studie weist keine Risiken auf. Bei Einwilligung an der Teilnahme dieser Studie, verzichten Sie nicht auf Ihre Rechte auf Rückanspruch im Falle einer Verletzung Ihrer Rechte. Es werden keine persönlichen Daten wie zum Beispiel der Name oder die Adresse erfasst. Ihre Antworten werden anonym und vertraulich behandelt, sodass niemand Ihre Antworten identifizieren kann oder auf Ihre Teilnahme an dieser Studie schließen kann. In dieser Studie gibt es keine richtigen oder falschen Antworten. Die Resultate werden auf einem passwortgeschützten Laptop gespeichert. Alle gesammelten Informationen und Daten werden sicher aufbewahrt. Informationen aus der Befragung werden anonym in Form eines Endberichts zusammengefasst. Wenn Sie Fragen über die Studie haben oder Interesse an den Resultaten dieser Studie haben, kontaktieren Sie mich via [c.becking@student.utwente.nl](mailto:c.becking@student.utwente.nl). Stimmen Sie den oben genannten Bedingungen zu?

Ja ☐

Nein ☐

### Wählen Sie Ihr Geschlecht.

Weiblich ☐

Männlich ☐

Wie alt sind Sie?

\_\_\_\_\_

Im Folgenden, werden Ihnen Fragen über Ihre Meinung gestellt. Beim beantworten der Fragen ist es wichtig, dass Sie nicht zu viel nachdenken und die Fragen nach Ihrem Bauchgefühl beantworten. In dieser Umfrage, gibt es kein richtig oder falsch.

Wie stark treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Ich würde gerne mehr Informationen über die Spendenaktionen von Go Green erhalten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich denke nicht, dass ich Go Green jemals spenden würde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich wäre eventuell daran interessiert Go Green Geld zu spenden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde eher einer anderen NGO mit ähnlichen Zielen Geld spenden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn Go Green mich auf der Straße ansprechen würde, wäre ich bereit Ihnen zuzuhören.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wie stark treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Ich habe ein gutes Gefühl in Bezug auf die Organisation Go Green.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bewundere und respektiere die Organisation Go Green.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich vertraue der Organisation Go Green.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mich beunruhigen die Handlungen der Organisation Go Green.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mir gefällt die Organisation Go Green.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wie stark treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Go Green hat gute Führungskräfte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go Green hat eine klare Vision für die Zukunft der Firma.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go Green nimmt Marktmöglichkeiten wahr.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go Green ist gut organisiert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go Green scheint ein guter Arbeitgeber zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go Green scheint eine Firma mit guten Angestellten zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wie stark treffen die folgenden Aussagen auf Sie zu?

trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
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Go green produziert seine Produkte so umweltfreundlich wie möglich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Go green hat hohe ethische Standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Go green verhindert die Umweltverschmutzung.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Go green trägt zum Wohlbefinden der Gesellschaft bei.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Go green hält Rücksicht auf die Natur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Go green scheint Umweltfreundlichkeit wichtiger zu finden als Profit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Go green macht deutlich, dass die zukünftige Generation wichtig ist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Wie stark treffen die folgenden Aussagen auf Sie zu?

	trifft nicht zu	trifft eher nicht zu	teils-teils	trifft eher zu	trifft zu
Umweltfreundliche Produkte ziehe ich anderen Produkten vor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmen die umweltfreundlich handeln ziehe ich anderen Firmen vor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich sehe mich selbst als eine umweltfreundliche Person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich gebe mein Bestes um so umweltfreundlich wie möglich zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich finde es wichtig um über die Umwelt nach zu denken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Arbeitet Go Green mit einer anderen Organisation zusammen?

Ja ☐

Nein ☐



Mit welcher Art Organisation arbeitet Go Green zusammen?

Mit einer anderen Non-Profit Organisation. ☐

Mit einer Firma die Schokolade produziert. ☐

Go Green arbeitet mit keiner anderen Organisation zusammen. ☐