



UNIVERSITEIT TWENTE.

**Using the right CSR
communication strategy:
The impact on consumer
attitude and behavior.**

Master Thesis in Communication Studies

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MANAGEMENT SUMMARY

Corporate social responsibility (CSR) is an useful tool for companies to engage in environmental and social projects and is, moreover, an effective marketing tool which gains more and more popularity within companies. However, CSR communication is a difficult undertaking because it bears a variety of threats and opportunities. For this reason the right CSR communication strategy is essential to effectively influence consumer attitude and behavior. In this thesis two studies were conducted to, firstly, gain an insight into the actual status of CSR in the Netherlands and, secondly, to analyze how the degree of proactivity in a company's CSR communication strategy influences consumer attitude and, finally, consumer behavior.

In the study about the general insight about CSR in the Netherlands it was found that Dutch consumers have a positive attitude regarding CSR and are interested in this topic. They see companies, the government but also themselves in obligation to contribute in environmental and social causes. Dutch consumers state that they already have some knowledge about environmental and social topics but are also interested to get more information about these topics.

The second study showed that a more reactive communication strategy compared to a more proactive communication strategy has got a more positive impact on consumer attitude and behavior because it reduces consumer skepticism and it increases the company's image and the perceived intrinsic motives. Moreover, it partly reduces the consumers' perceived extrinsic motives for the company's engagement. This positive attitude showed to go along with positive consumer behavior like increase Word-of-Mouth (WoM) about the company in general as well as over its CSR engagements and the consumers' purchase behavior. It was also found that consumer attitude towards the companies CSR communication was more positive when the project the company engages in fits with the company's image.

Due to the high interest and positive consumer attitude companies should start or increase their engagement in CSR. Due to the fact that a more reactive communication strategy has got better effects on consumer attitude and behavior, it is advised that companies should use this kind of communication strategy. Additionally, companies should try to provide an informational message rather than a commercial one to provide information for the consumers. Moreover, they should support a project which fits with the company's image. Future research should conduct researches including the impact of communication source as well as the message content to analyze how these factors together with the degree of the proactivity of communication influence consumer attitude and behavior.

1. Introduction

CSR is a broad concept which has no consentaneous definition. Whereas some authors describe CSR more as a voluntary engagement (e.g. Castaldo et al., 2009; Commission of the European Communities, 2001; Perrini, 2005) others describe this term as a company's obligation (e.g. Borin & Metcalf, 2011; Lacey & Kennett-Hensel, 2010; Wagner, Lutz, & Weitz, 2009). Broadly defined, CSR attempts to achieve commercial success in ways that honor ethical values and respect people, communities, and the natural environment (Bhattacharya & Sen, 2004). During the last years consumers increasingly expect companies to make a broader contribution to society (Dolnicar & Pomeroy, 2007). Thus, pro-social marketing initiatives such as corporate social responsibility (CSR) activities can be a market differentiating strategy (McWilliams & Siegel, 2001) which may evoke a variety of competitive advantages (Lichtenstein, Drumwright, & Braig, 2004; Maignon & Ferrell, 2001). In this context Smith (2003) stated that the question is no longer whether or not to integrate CSR into the corporate agenda but how to do so because not engaging in CSR hurts a company more than engaging in it (Bhattacharya & Sen, 2004). Van Marrewijk (2003) concludes that organizations, which are improving their quality, ultimately have to move toward or to increase their engagement in corporate sustainability. Already in the past companies more and more had to generate new strategies supporting their functioning in social and environmental areas to create their position in society.

So far, no research has proven a direct link between CSR engagement and financial performance (Castaldo et al., 2009). However, several studies have proven the effectiveness of CSR engagement with advantages as for instance a better image (e.g. Bronn & Vrioni, 2001; Menon & Kahn, 2003; Reilly, 2000; Yoon, Gürhan-Canli, & Schwarz, 2006), increased customer loyalty (e.g. Carvalho et al., 2010; White, 2008), a greater willingness of the customers to switch to the brand (Yoon, Gürhan-Canli, & Schwarz, 2006), a greater willingness of the customer to purchase the company's product (e.g. Becker-Olsen & Hill, 2006; Carvalho et al., 2010, Castaldo et al., 2009; Reilly, 2000; Yoon, Gürhan-Canli, & Schwarz, 2006; Pirsch, Gupta, & Grau, 2007) as well as a greater readiness of the customer to pay even higher prices for the products (e.g. Bhate & Lawler, 1997; Yoon, Gürhan-Canli, & Schwarz, 2006). Moreover, CSR may also be a buffer against consumer boycotts (Becker-Olsen & Hill, 2006) and help a company to recover from a market crisis (Pirsch, Gupta, & Grau, 2007). Thus, CSR engagement can have a variety of direct positive effects for a company.

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Consumer expectations related to CSR have increased over the past five to ten years as the number of companies with social responsibility programs has grown (Becker-Olsen & Hill, 2006). Additionally, the number of companies communicating about their CSR activities has grown as well. Expenses for CSR have become the third largest budget item for corporate communication departments in larger companies (Hutton et al., 2001). According to Dumwright (1997) the company advertisements with a social dimension, like it is when a company is communicating its CSR effort, are the most controversial of marketing approaches because on the one hand, it can be seen as marketing's greatest contribution to society, but on the other hand, it can also be seen as marketing's most impatient exhaustion. For that reason, the right communication strategy about CSR activities has become a key factor for CSR as an effective marketing tool to generate positive outcomes out of a company's CSR engagement and to avoid negative attitudes and behavior regarding the company.

Beside the importance of the right CSR communication strategy, the general overview about CSR in the focused country plays an important role. So far no research about the actual CSR attitude in the Netherlands has been conducted. This thesis, thus, deals with the perceptions of CSR in the Netherlands and analyzes two different CSR topics in two different kinds of studies. The first study is supposed to give a general overview about the consumers' general attitude and interest about CSR, their knowledge about environmental and social topics, their behavior regarding environmental and social topics, and their wish to get more information about environmental and social topics. The main research question is: What is the consumers' general point of view about CSR in the Netherlands? In the second study the impact of the degree of proactivity in a company's CSR communication strategy on consumer attitude and consumer behavior was analyzed. The two main research questions about this study are stated as follows: To what extent does the communication strategy a company uses to communicate about its CSR engagement influence consumer attitude? What effect does this attitude finally have on consumer behavior?

2. Theoretical framework

2.1. General overview about CSR

Many CSR definitions include economic, environmental, and social concerns (e.g. Fricker, 1998; Goldsmith & Goldsmith, 2011; Parguel, Benoît-Moreau, & Larceneux, 2011) which is also known as the triple-bottom-line approach (Figure 1). This approach summarizes an environmental, a social, and an economic part which all have got interfaces which each other. Van Marrewijk (2003) adopted this approach and integrated it in his Sustainable Development Model which summarizes the environmental, social, and economic considerations. This model can be shortened on the environmental and social dimension (Pérez, Alcañiz, & Herrera, 2009) which excludes the monetary part to set a more specific focus on the other parts.



Figure 1: Triple-bottom-line approach.

In contrast to the Triple-bottom-line approach, Carroll (1979, 1991) had a different perspective. In his Pyramid Model he focused on four different kinds of responsibilities regarding CSR: economic, legal, ethical, and philanthropic or discretionary (Snider, Hill, & Martin, 2003). Whereas the three considerations in van Marrewijk's (2003) model are all on the same level and do all have interfaces with each other, Carroll's four responsibilities all build up on each other for which the economic factors function as a basis (Figure 2). Thus, there are different kinds of CSR approaches which can be considered when focusing on CSR depending on the chosen perspective. Whereas van Marrewijk (2003) uses a more general perspective Carroll (1979, 1991) is more company focused and considers responsibilities in the corporate area.

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Figure 2: Carroll's Pyramid Model.

It is common among all companies investing heavily in CSR that their firm management is interested in assessing the impact of its CSR investment (Lacey & Kennett-Hensel, 2010). It was found that CSR can lead to greater support from the company (Handelman and Arnold, 1999; Walker & Kent, 2009). Thus, customer relationships can be strengthened by demonstrably socially responsible engagement over time (Lacey & Kennett-Hensel, 2010). Social responsibility is a kind of institutional signal used by the public to construct the company's reputation (Fombrun & Shanley, 1990; Menon & Kahn, 2003). CSR engagement helps consumers to learn about the company's value system (Sen & Bhattacharya, 2001). Consumers positively value a brand, which engages in social commitment, thereby influencing brand prestige and reputation (Pérez, Alcañiz, & Herrera, 2009). Information on CSR may have a significant impact on behavioral intentions as well as evaluations of products and companies (Mohr, Webb, & Harris, 2001). Key stakeholders such as consumers, employees and investors are increasingly likely to take actions to reward good companies, which are engaging in CSR and punish the ones which do not do so. According to the Cone research study (2007) 87 percent of the American consumers are likely to switch from one brand to another if the other brand is associated with a good cause and if price and quality of both brands are assumed to be equal. Conversely, 85 percent would consider switching to competitor's product or service because of a company's negative corporate responsibility, and 66 percent would even boycott the products or services of such a company (Du, Bhattacharya, & Sen, 2010).

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CSR has got a strong relation to sponsorship. According to Madill and O'Reilly (2010) there are two constant components in sponsorship definitions: mutually beneficial exchange of sponsor resources in return for promotional value and, the sponsor's association with the sponsee. When a company engages in CSR it donates in a good cause and communicates about it at least in its annual reports which gives the promotional value. Moreover, the relationship of the company and its CSR activity is created. According to Menon and Kahn (2003), sponsorship activities have two main goals. First, they are supposed to raise awareness and/or funds for the social cause and, second, they heighten consumer perceptions of the sponsor's engagement. With the help of CSR activities companies can generate favorable stakeholder attitudes, better support behaviors like for instance purchase behavior and, as a long-term effect, build corporate image, strengthen stakeholder-company relationships, and enhance stakeholders' advocacy behaviors. However, many stakeholders have a low level of awareness (Alsop, 2005) or sometimes even negative attributions toward companies' CSR activities, which leads to critical impediments in companies' attempt to maximize business benefits from their CSR activities, highlighting a necessity for companies to communicate CSR more effectively to stakeholders (Du, Bhattacharya, & Sen, 2010).

2.2. The CSR landscape

In a variety of countries researches of the CSR landscape have already been conducted. However, a study about the perception of CSR in the Netherlands is still missing. CSR can take a different position in different countries, depending on factors like culture, society, politics, and economy (Robertson, 2009). Thus, it can be assumed that the closer these factors in another country are with the ones of the Netherlands, the more comparable are their CSR landscapes. Dawkins (2004), for instance, researched about CSR in Great Britain. She stated that 70 percent of the British public think that companies do not pay enough attention to their social responsibilities whereas only 8 percent disagreed with this statement. Moreover, her research made clear that more than two third of the British public consider it as important that the companies tell them about their CSR engagement but do not use a significant amount of money, whereas 17 percent have the opinion that companies should spend a significant amount, and 8 percent that the companies should not spend money for CSR communication at all.

In the study of Morsing and Schultz (2006) an overview about CSR in the Scandinavian countries is given. It showed that 45 percent of the Danish people, 29 percent of

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the Swedish people, and 31 percent of the Norwegian people think that companies should also have a broad social responsibility, beside their shareholders, employees and customers. Moreover, 59 percent of the Danish, 46 percent of the Swedish, and 49 percent of the Norwegian people agree with the statement that companies shall communicate about their CSR engagement but with minimal amount whereas 30 percent of the Danish, 47 percent of the Swedish, and 42 percent of the Norwegian people prefer a greater amount of CSR communication like advertising. Thus, in Sweden and Norway there is no big difference between the populations' preferences of the amount of communication whereas in Denmark there is. Based on this, it can be seen that also in countries, which are close to each other, different perspectives regarding the preferred CSR communication strategy exist.

In his research Perrini (2005) analyzed CSR reporting of Europe at which he set the company perspective as a focus. He found out that 80.7 percent of the analyzed European companies claim environmentally sustainable behavior as important 48.4 percent the social topic regarding sustainable behavior in the community and 53.3 percent hold the workers right for an important CSR topic. This agrees with Furrer et al. (2010) who found that managers and business students from Western Europe attributed higher importance to environmental corporate responsibility than to social corporate responsibility followed by economic corporate responsibility.

Ligeti and Oravecz (2009) researched CSR in Hungary. They found that two third of the analyzed companies perceive CSR as compliance regulation, almost the half as addressing stakeholder concerns and ethical conduct whereas only 38 percent perceive it as environmental protection and only 5 percent as social inequalities correction. When asking people with different education levels on average 27.9 percent of the respondents totally agreed with the statement that companies engage in donation activities because it is good advertising whereas on average only 9.7 percent totally disagreed. For the statement "A company is part of society, too, therefore it has a duty to support its environment" 69.0 percent of the respondents totally agreed with it whereas only 9.7 percent totally disagreed. Both statements could be answered on a five-point Likert scale.

The Environics International (2002) states that worldwide, 44 percent of the respondents in high-income countries were very willing to pay 10 percent more for an environmentally friendly care, compared to 29 percent from middle income countries. Thus, there appear to be strong cultural norms against appearing materialistic in many Western societies, despite the high levels of material consumption in these countries relative to the rest of the world (Leiserowitz, Kates, & Parris, 2006). Additionally, also Western Europe

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managers have significant different perspective regarding CSR than managers of Central and East European countries have. One reason for this are the formal and informal constraints every country has which must be taken into account. Formal constraints include economical and political laws. Informal constraints norms and conventions embedded in a country's culture. Economic wealth is another factor impacting CSR engagement of the companies in different countries. A higher level of wealth leads to a better change of addressing social and environmental concerns. Thus, it can be stated that Western countries have a leadership role in the formulation and adoption of CSR practices (Furrer et al., 2010).

Thus, there are mixed perspectives of CSR engagement and the most effective communication strategy about it varying from different countries. Interestingly, also in countries lying close to each other consumers have got different perspectives of CSR and the communication about it. To get an impression how the perspective of CSR is in the Netherlands and to compare the aforementioned results with CSR in the Netherlands, the first study aims at giving the general status of CSR in the Netherlands. More specifically a general overview about the consumer attitude and interests regarding CSR of Dutch consumers, their knowledge about environmental or social topics, their environmentally or socially friendly behavior as well as the wish to gain more information about environmental or social topics will be given. The consumer perspective is very important because it is one of the main stakeholder groups of a company. Their attitude toward CSR, their knowledge, behavior and wish to get more information about environmental and social topics gives a good impression which CSR activities might be more effective to engage in and gives, moreover, a good basis how a company shall communicate about its activities.

2.3. Communication strategy

From a marketing perspective the right communication strategy is important to effectively influence consumer attitude and, finally, consumer behavior. However, especially dealing with a very sensitive topic like CSR, choosing the right communication strategy can be essential for generating positive consumer attitude and behavior. Stanaland, Lwin, and Murphy (2011) state that the perceptions of a company's attitude toward CSR are influenced by its corporate marketing efforts like its communication. According to Liviate (2011) communication is the key element of CSR management. CSR communication is "the process of communicating the social and environmental effects of organizations' economic actions to particular interest groups within society and to society at large" (Gray, Owen, & Adams,

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1996, p. 3). The communication strategy can be divided into proactive versus reactive, abstract versus concrete as well as the use of inoculation strategy (Wagner, Lutz, & Weitz, 2009). Proactive communication is a more aggressive form of CSR communication where a company invests heavily in the communication of their CSR engagement and communicates much and in a high frequency about it via for instance advertisements. In contrast to this when using reactive communication a company invests only a little amount in the communication of their CSR engagement and does not communicate much about their engagement and this mostly only in a low frequency. In this thesis the proactivity of CSR communication is operationalized as a high amount and frequency of the company's CSR communication the consumer perceives. Reactive communication is defined as a low amount and frequency of the company's CSR communication consumer perceives.

Ligeti and Oravec (2009, p. 138) state that "corporate social responsibility and the related communication are inseparable." Dawkins (2004) suggests that an effective communication of corporate responsibility depends on a clear strategy which has to evaluate opportunities as well as the risks to the brand, and which delivers messages to different stakeholder groups. Bhattacharya and Sen (2004) warn that CSR communication is a challenging undertaking because there is always the risk that the consumer perceives that the company just wants to "sell" its CSR information.

Thus, some companies indicate that CSR engagement should only be communicated reactively. One argument is that consumers perceive it as more ethical to spend more money for the good cause itself rather than for the communication about it. Morsing and Schultz (2006) indicate that companies should concentrate on developing efficient one-way communication to give sense to their stakeholders about their CSR efforts. However, they should not communicate in a too high frequency about it because they figured out that minimal releases were the more appropriate way of communicating CSR efforts rather than corporate advertising. A more reactive way of communicating CSR engagement is the publication of an annual report. Among companies this is a very popular method (Ligeti & Oravec, 2009).

On the other hand some companies are motivated to communicate their CSR engagement more proactively due to several reasons which are the education of society, the intention of supporting different causes or NGOs, trying to gain profit, informing employees and strengthening their commitment (Ligeti & Oravec, 2009). Perrini (2005) states that there is a shift from the former "trust me" culture stakeholders had, where they just believe that the company acts morally correctly, to a "tell me culture", where stakeholders more and more

want to be informed about the company's environmental and social engagement. A new approach is the "involve me" strategy where companies ask their stakeholders to help them in understanding the right way to be effectively responsible. Additionally, Dawkins (2004) states that eight in ten people of the British public consider it to be important that companies spend money to communicate their CSR activities to the public, even if that means they have less to invest into the programs itself. Regarding CSR communication a significant resistance of the consumers has been found focusing the communication via media because CSR is often thought as implicit advertising.

However, followers of a reactive CSR communication risk that their engagement is unknown by most of the consumers, whereas due to a more proactive communication strategy, awareness about the company's CSR engagement increases (Bhattacharya & Sen, 2004). According to Bhattacharya and Sen (2004) consumers' lack of awareness of CSR initiatives is a major limiting factor in their ability to respond to these engagements. In other words, to guarantee that the positive outcomes based on the company's CSR engagement will occur, it is essential that the consumer is aware of the company's engagement. However, a more proactive CSR communication strategy bears the risk of a backfire effect because the consumer might perceive the communication as "selling" the company's CSR engagement, which might lead into a negative attitude. Beside these factors the communication source as well as the communication message also have to be taken into account carefully (Bhattacharya & Sen, 2004).

2.4. Perceived motives of the company

It is suggested that it is less important for people to know what a company is doing than why it is doing it (Gilbert & Malone, 1995). According to Godfrey and Hatch (2007) there are two opposite poles of CSR activities: 1) The economic pole, which focuses on corporations, and 2) the moral philosophy pole, which focuses on social responsibility. Based on this there are two main types of company motivations (Forehand & Grier, 2003). One type are the intrinsic motives which refer to the potential benefit for the social cause. The other type are the extrinsic motives which refer to describe the company engagement in social causes due to self-interested reasons. Besides the differentiation between extrinsic versus intrinsic motives (Mohr, Webb, & Harris, 2001) other authors name these two motives altruistic versus egoistic (Bendapudi, Surenda, & Bendapudi, 1996), or socially-driven versus profit-driven (Becker-Olsen & Hill, 2006).

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Van Marrewijk (2003) states that there are basically three main reasons why a company engages in social or environmental causes: 1) They feel obligated to do it, 2) they are made to do it, or 3) they want to do it. Similarly, Aguilera et al. (2007) differentiate between self-interested motives, relational motives, and moral motives. Additionally to this, Groza, Pronschinskee, and Walter (2011) split up the motives into three parts. They state that the intrinsic motives are value-driven motives, which a company has because they just want to contribute to the good cause, whereas the extrinsic motives can be divided into stakeholder-driven attributions, which arise because the company feels obliged to do something good due to its stakeholders, and strategic-driven attributions, where the company focuses on its competitive advantages and economic rewards when contributing in a social cause. According to Forehand and Grier (2002) consumers are likely to perceive intrinsic motives if no benefits for the company are salient and extrinsic motives when benefits are salient.

2.4.1. The impact of communication strategy on the perceived motives of the company

It is assumed that there is a reason to expect an increasing congruence between communication and certain action (Chaudhri & Wang, 2007). However, consumers can become quickly leery of the CSR motives when companies proactively promote their CSR efforts (Du, Bhattacharya, & Sen, 2010). According to Sen, Du, and Bhattacharya (2009) CSR communication should be factual and avoid the impression of boasting with it. According to Chaudhri and Wang (2007) CSR communication is not mandatory. For that reason it is likely to be faced with credibility challenges.

Yoon, Gürhan-Canli, and Schwarz (2006) conclude that consumers attribute more intrinsic motives to the company when the money a company spends for a good cause exceeds the money they spend for advertising about it or, in other words, when they the company uses a more reactive communication strategy. Based on this the next to hypotheses are stated as follows:

H1a: The more proactively a company communicates its CSR activities, the more likely it is that extrinsic motives behind this engagement will be perceived.

H1b: The more reactively a company communicates its CSR activities, the more likely it is that intrinsic motives behind this engagement will be perceived.

2.5. *Consumer skepticism*

According to Kanter and Mirvis (1989) skepticism is the tendency to question. A highly skeptical person will perceive the accuracy of a claim to be low whereas a person with a low level of skepticism is likely to perceive the accuracy of the claim as high (Bronn & Vrioni, 2001). Shaub (1996) as well as Forehand and Grier (2002) characterize skepticism as the opposite of trust. Trust is the customer's belief that the firm is reliable, stands by its word, fulfills its promises, and is sincere (Anderson & Narus, 1990). Vlachos et al. (2009) showed trust to be central to CSR effectiveness. For consumers it is important that they consider the company and its CSR engagement to be trustworthy (Bronn & Vrioni, 2001). When focusing on the consumer skepticism it is important to differentiate this construct from the construct cynicism. Cynicism is characterized by the negative attitude toward others. Cynics tend to see the dark side of human nature where selfishness is the reason for an action. Moreover, Mohr, Eroglu, and Ellen (1998) stated that cynicism is an enduring, deep belief whereas skepticism is more situational and not long lasting.

Boush et al. (1993) argued that people who do not trust in advertising are more nonconformists rather than cynics while a company's CSR engagement is generally associated with positive corporate virtues. Thus, customers hold high levels of trust in firms that are regarded as acting in a socially responsible way (Du et al., 2007; Pivato et al., 2008). However, corporate social messages have also proven to elicit critical attention. Due to the fact that more and more companies are engaging in CSR, skepticism is on the rise (Bronn & Vrioni, 2001). It is suggested that the more a company exposes its ethical and social ambitions, the more likely they are to attract critical stakeholder attention (Morsing & Schultz, 2006). There is a level of consumer skepticism that often makes consumers doubt what a company is saying. Lewis (2003) states people perceive business leaders not to tell the truth. Additionally, Ford, Smith, and Swasy (1990) come to the conclusion that consumers are likely to be skeptical of all kinds of claims, even to those that can be easily verified. This skepticism can lead consumers to reject statements made in CSR campaigns. Thus, for consumers it is important that they believe the campaign to be trustworthy (Bronn & Vrioni, 2001). Consumers tend to prefer socially responsible companies but they are likely to be skeptic about the companies' motives. In this relation credibility plays a key point to deactivate this association (Alcañiz, Cáceres, & Pérez, 2010). Important factors regarding the companies' credibility is the source the information is coming from (Goldsmith, Lafferty, & Newell, 2000), the consumers' knowledge level (Bronn & Vrioni, 2001), and the industry sector the company performs in (Bhattacharya & Sen, 2004).

2.5.1. The impact of communication strategy on the consumer skepticism toward the companies' CSR communication

There is the problem that, if a company does not communicate sufficiently over their CSR engagement, consumers might believe that it is hiding something. On the other hand, if it communicates too much about it, it is likely that consumers think that the company is exploiting the social cause. This makes the communication of CSR engagement very challenging (O'Sullivan, 1997). Bronn and Vrioni (2000) state that consumers look closely at companies that make claims regarding their involvement on social issues. In case of CSR activities it is likely that skepticism occurs when the company publicizes their CSR efforts intensively (Pirsch, Gupta, & Grau, 2007). For that reason the hypothesis is stated as follows:

H2: The more proactively a company communicates its CSR activities, the higher the consumers' skepticism toward the company's CSR communication will be.

2.6. Company image

Social responsibility is a type of institutional signal used by publics to construct the company's image (Fombrun & Shanley, 1990). Research suggests that consumer attitudes toward a company's sponsoring CSR are largely positive (Lichtenstein, Drumwright, & Braig, 2004; Mohr, Webb, & Harris, 2001; Nan & Heo, 2007; Webb & Mohr, 1998). Consumers positively value a brand which engages in social commitment thereby influencing brand prestige and reputation (Pérez, Alcañiz, & Herrera, 2009). The enhanced image may moreover become a competitive advantage (Menon & Kahn, 2003) through its effects on consumer behavior. According to Walker and Kent (2009) image can be an important lens through which the company's management can assess the efficacy of the company's CSR engagement.

2.6.1. The impact of communication strategy on the company's image

Bruchell and Cook (2006) show in their study that consumers identify CSR dialogue as a key factor in increasing a company's image. Schlegelmilch and Pollach (2005) create a framework of CSR communication and image in an upward moving cycle (Figure 3).

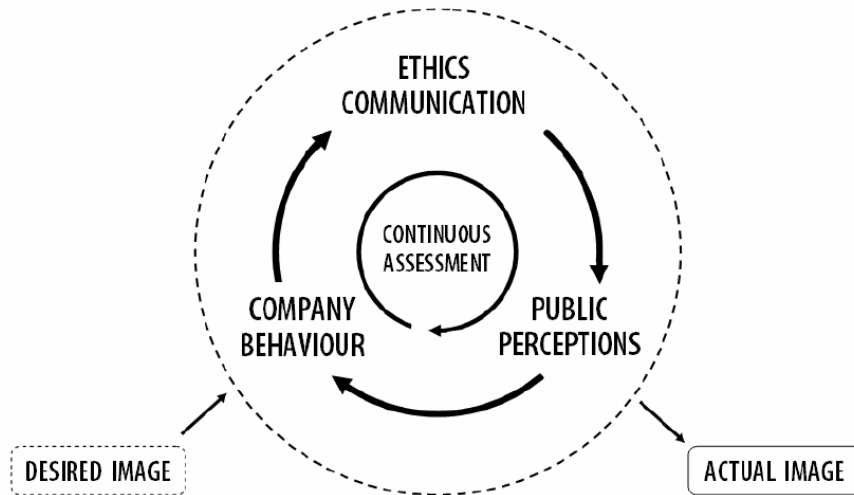


Figure 3: A framework for communicating corporate ethics by Schlegelmilch and Pollach (2005)

The company has its desired image which it can support to become the actual image via their company behavior which the company has to communicate to the public and which the public finally perceives. The new actual image results out of this. The circle has to be repeated by the company as often as necessary until the desired image equals the actual image. Afterwards, however, some motivation is still needed to keep this equality up.

Lee et al. (2009) also state that information about CSR helps consumers to learn about the company's value system (Sen & Bhattacharya, 2001) and to acquire consumers' positive perception about a particular company (Menon & Kahn, 2003; Yoon, Gürhan-Canli, & Schwarz, 2006). Nevertheless, information can also be spread reactively via, for instance, annual reports. Moreover, Yoon, Gürhan-Canli, and Schwarz (2006) come to the point that companies are evaluated better when they invest more in their CSR activities than in their advertisement to communicate about it. Otherwise a backfire effect may occur. Thus, to arrange that consumers perceive the company image as positive a more reactive communication strategy should be preferred. Based on the aforementioned section the hypothesis is stated as follows:

H3: The more proactively a company communicates its CSR activities, the worse is the perceived image of the company.

2.7. *Perceived fit*

Fit describes the link between sponsoring, like a company's CSR engagement, and sponsored entities, like an environmental or social project or organization (Zdravkovic, Magnusson, & Stanley, 2010). Fit "embodies the idea of transferability of expertise or synergies in activities, such as when there is similarity in products, technologies, or markets or complementarity of skills and activities" (Simmons & Becker-Olsen, 2006, pp. 155). In academic research synonyms for fit are "congruence" (Speed & Thompson, 2000), "similarity" (Gwinner & Eaton, 1999), "typicality" (Ladwein, 1994), and "relevancy" (Rodgers, 2003). Fit between the sponsoring company and the sponsored CSR activity improves memory for the sponsor-activity relationship and supports other aspects of communication like WoM (Cornwell et al., 2006; Johar & Pham, 1999; Rifon et al., 2004). In selecting a CSR activity with a high sponsor-activity relationship a sponsored company gains associations and preexisting links in memory (Cornwell et al., 2006) which helps remembering the relationship partner when a cue for the one part is given.

According to Becker-Olsen and Hill (2006) fit is an important factor for companies because it influences the amount of thought people give to a relationship (Forehand & Grier, 2003). Moreover, more favorable types of thoughts generated (Forehand & Grier, 2003) when there is high fit and, based on this, generate also better the evaluations of the company and its CSR engagement (Sen & Bhattacharya, 2001). Level of fit between the nonprofit and for-profit brand may also result in increased perception of endorsement (Bower & Grau, 2009).

2.7.1. *The impact of perceived fit on the perceived motives of the company*

A good fit between the company and its CSR activity can be more easily integrated into the consumer's existing cognitive structure, strengthening the connection between the company and the social cause (Becker-Olsen & Hill, 2006). Low fit between the CSR initiative and the company is likely to increase cognitive elaboration and make extrinsic motives more salient thereby reducing stakeholders' positive reactions to a company's CSR activities (Du, Bhattacharya, & Sen, 2010). Thus, better fit between the sponsor and the social issue increases favorable ratings regarding CSR and increases the chance that intrinsic motives will be perceived (Menon & Kahn, 2003; Rifon et al., 2004). Moreover, a lack of compatibility can lead to an increase of the consumers' strength of judgments of corporate profit motives and to a reduction of corporate credibility (Rifon et al., 2004). Additionally, Menon and Kahn (2003) found that better fit enhances CSR ratings if consumers focus their attention on the

sponsor brand whereas worse fit enhances CSR ratings if consumers focus their attention on the social cause. Thus, the following hypotheses are stated:

H4a: The lower the perceived fit between the company's CSR activity and the company's business is, the more likely it is that extrinsic motives behind this engagement will be perceived.

H4b: The higher the perceived fit between the company's CSR activity and the company's business is, the more likely is it that intrinsic motives behind this engagement will be perceived.

2.7.2. The impact of fit on the skepticism toward the company's CSR communication

According to the Schema Theory by Rumelhart (1980) a lack of fit can stimulate the individual's cognitive evaluation assimilate the new information to a pre-existing schema. This greater elaboration means that the intentions of the company will be examined with greater depth. Thus, when there is high brand-cause fit, the consumer has less need for evaluation which lessens the probability of skepticism and vice versa (Alcañiz, Cáceres, & Pérez, 2010). Also Rifon et al. (2004) support the positive relationship of fit and trust. Thus, source credibility plays an important role regarding the skepticism (Rifon et al., 2004). According to this, the hypothesis is stated as followed:

H5: The higher the perceived fit between the company's CSR activity and the company's business is, the lower is the consumer skepticism toward the company's CSR communication.

2.7.3. The impact of the perceived fit on the company's image

Fit influences the attitude toward the sponsorship and the brand significantly (Becker-Olsen & Hill, 2006; Simmons & Becker-Olsen, 2006; Zdravkovic, Magnusson, & Stanley, 2010). Bloom et al. (2006) indicate that communication of low fit can lead to more favorable stakeholder reactions. However, Trimble and Rifon (2006) argued that consumers respond more positively to sponsorships like CSR when the image of the sponsoring company or

brand is compatible with the celebrity or sponsored activity. When there is fit between sponsor's image and the sponsored activity, consumers are more likely to respond favorably (Nan and Heo, 2007; Zdravkovic, Magnusson, & Stanley, 2010). High-fit CSR engagements strengthen brand identity, intensify brand meaning, heighten brand response, and enforce brand relationships whereas low-fit sponsorships act in a contrary way (Becker-Olsen & Hill, 2006). Becker-Olsen and Simmons (2002) argue that a lack of fit reduces the favorability of attitudes toward the sponsorship and decreases the value of the brand as a signal because people become less sure of what the brand represents. Moreover, a lack of compatibility can lead to a negation of any potential for an improved corporate image (Trimble & Rifon, 2006).

Brand fit is also a powerful antecedent of brand attractiveness in the context of CSR communication (Pérez, Alcañiz, & Herrera, 2009). High fit is likely to increase the customers' attitude toward the company. Thus, when customers perceive the supported cause as not fitting to the company's image, CSR activities might be even harmful (Speed & Thompson, 2000). Low fit increases cognitive elaboration and makes countering (negative) inputs accessible (Simmons & Becker-Olsen, 2006). If customers think that a company is supporting a cause that is inconsistent with their values, the CSR initiative is unlikely to increase brand equity and may, thus, even harm it (Lichtenstein, Drumwright, & Braig, 2004). Moreover, when a product is associated with a positively evaluated object, affect transfer will occur. In a companies' engagement in CSR a similar effect might occur: the positive engagement in the social cause might be transferred to the company (Nan & Heo, 2007). The study of Nan and Heo (2007) showed that a positive impact of CSR occurs primarily on consumers' attitudes toward the company, rather than their attitudes toward the advert or the brand. Based on the aforementioned part the next hypothesis is stated as follows:

H6: The higher the perceived fit between the company's CSR activity and the company's business is, the better consumers evaluate the image of the company.

2.7.4. The impact of the perceived motives of the company on skepticism toward the company's CSR communication

Reducing stakeholder skepticism is additionally one of the key challenges of CSR communication (Du, Bhattacharya, & Sen, 2010) because discrepancies between stakeholders' perceived CSR motives and a company's motives stated in the public will

trigger stakeholders' skepticism and feelings of being deceived which leads to negative reactions to its CSR activities (Forehand & Grier, 2002).

Skepticism occurs because consumers hold intuitive beliefs that social initiatives are primarily motivated by corporate self-interest (Webb & Mohr, 1998). Parguel, Benoît-Moreau, and Larceneux (2011) state that if there is a poor sustainability rating of a companies' CSR message, skepticism towards the CSR message will raise. Du, Bhattacharya, & Sen (2010) state when a company acknowledges intrinsic as well as extrinsic motives in its CSR communication, it can inhibit stakeholder skepticism, enhance the credibility of its CSR message, and generate goodwill. In other words, companies who acknowledge extrinsic motives in their CSR communication have a higher credibility of their communication and reduce consumers' skepticism. Thus, to avoid the boomerang effect of CSR communication, companies should emphasize the convergence of social and business interests (Du, Bhattacharya, & Sen, 2010).

However, extrinsic motives only negatively influence trust (Vlachos, Theotokis, & Panagopoulos, 2010) and, resulting of this, increase consumer skepticism (Forehand & Grier, 2002). In contrast to this, intrinsic motives increase the perceived trustworthiness of a company (Alcañiz, Cáceres, & Pérez, 2010) and, thus, reduce skepticism. If consumers question a company's motivation, they may elicit persuasion knowledge (Friestad & Wright, 1994; Friestad & Wright, 1995), which results in greater cognitive elaboration in the evaluation of these motivations (Becker-Olsen & Hill, 2006). Consumers, who are naturally more skeptical about CSR initiatives of companies, believe them to be more profit motivated (Alcañiz, Cáceres, & Pérez, 2010). Based on the aforementioned section the following hypotheses are stated:

H7a: The more extrinsic motives are perceived, the higher is the perceived consumer skepticism toward the company's CSR communication.

H7b: The more intrinsic motives are perceived, the lower is the perceived consumer skepticism toward the company's CSR communication.

2.7.5. The impact of the perceived motives of the company on the company's image

Several studies indicate that consumers believe that it is important for companies to seek out ways to become a good corporate citizen, that CSR is a good way to solve social problems and the consumers have a more positive image if a certain company contributes to good causes (Bronn & Vrioni, 2001). CSR activities are consistent with the naïve business theory that assumes that consumers will take the activities at face value and attribute positive characteristics to the company, which leads in a more favorable evaluation, in other words: Those who do good (bad) do so because they are good (bad). However, consumers do not make these conjunctions when they become suspicious about the motives underlying the certain behavior (Yoon, Gürhan-Canli, & Schwarz, 2006). Only a consistent and believable contribution to a cause can build brand image and brand equity (Bronn & Vrioni, 2001).

Consumer perceptions of motives for CSR engagement positively influence their subsequent attitudes toward the company (Brown & Dacin, 1997). CSR engagement improves a company's image when consumers attribute intrinsic motives (Yoon, Gürhan-Canli, & Schwarz, 2006). Stronger attributions of intrinsic motives lead stakeholders to make positive inferences about the company's underlying character, increase perceived sincerity (Parguel, Benoît-Moreau, & Larceneux, 2011), and thus react more positively towards the company. Conversely, perceptions of predominantly extrinsic motives lead to less favorable stakeholder attitudes toward the company (Becker-Olsen & Hill, 2006; Forehand & Grier, 2003; Yoon, Gürhan-Canli, & Schwarz, 2006). A behavior attributed to extrinsic motives is perceived as dishonest and misleading for the consumer (Parguel, Benoît-Moreau, & Larceneux, 2011). Ross, Patterson, and Stutts (1992) suggest that consumers tend to believe that companies engaging in CSR are more socially responsible. However, consumers prefer brands that show an altruistic motivation to support a social cause to a comparable brand that forms alliance with a social cause for the purpose of generating sales (Barone, Miyazaky, & Taylor, 2000). CSR activities are ineffective when the motives are ambitious and can even hurt when the motives are perceived as insincere (Parguel, Benoît-Moreau, & Larceneux, 2011; Yoon, Gürhan-Canli, & Schwarz, 2006). However, the company's motives to engage in CSR always include image promotion. Yoon, Gürhan-Canli, and Schwarz (2006) assume that the consumers are aware of this. According to this, the hypotheses are stated as followed:

H8a: The more extrinsic motives are perceived, the worse is the consumers' perception of the company's image.

H8b: The more intrinsic motives are perceived, the better is the consumers' perception of the company's image.

2.7.6. The impact of the company's image on skepticism toward the company's CSR communication

Based on Castaldo et al. (2009), who hypothesize that retailers with a good CSR reputation are able to elicit trust from consumer interested in their kind of products while retailers with a weaker CSR reputation will be disadvantaged, it can be assumed that a better image enhances trust and in a parallel manner reduces skepticism. Furthermore, it can be assumed that consumers are more likely to trust a company with a good image and to be skeptical towards a company with a bad image. Based on this the hypothesis is stated as follows:

H9: The better the consumers' perception of the company's image is, the lower is the perceived consumer skepticism toward the company's CSR communication.

2.8. WoM

WoM is the “informal communications between private parties concerning evaluations of goods and services” (Anderson, 1998, p. 6). It is one of the most influential channels of communication in marketplace (Allsop, Bassett, & Hoskins, 2007). WoM communication plays an important role in shaping consumers' attitudes and traits of behaviors (Harrison-Walker, 2001). For that reason it is important for a company to create an environment where positive WoM raises (Sundaram, Mitra, & Webster, 1998).

2.8.1. WoM about the company in general

Positive as well as negative WoM influences the consumers' behavior and the company's business performance. Du, Bhattacharya, and Sen (2010) state that the less controllable a communicator is, the more credible it is, and vice versa. The critical role favorable WoM plays in supporting new customer acquisition is well understood (e.g. Andersons, 1998; Zeithaml et al., 1996). Day (1971) states that WoM is nine times as effective as advertising at turning an unfavorable attitude into a positive one. This is because personal sources are

regarded as more trustworthy (Murray, 1991). Consumers WoM is indeed an informal yet highly credible and thus also from company's point of view an important CSR communication channel. However, it was also found that dissatisfied customers communicate greater WoM than highly satisfied customers (Anderson, 1998). For that reason it is important that companies try to increase positive WoM and to decrease negative WoM. The power of consumers' WoM got even strengthened through reaching the internet, also called electronic WoM (eWoM) (Du, Bhattacharya, & Sen, 2010).

2.8.2. WoM about the company's CSR activities

From consumer perspective there are two different types of CSR information sources which are company-controlled information and uncontrolled information like WoM. Such uncontrolled information gains more importance because they have increased in response to consumers' demand for more credible information about environmental concerns (Parguel, Benoît-Moreau, & Larceneux, 2011). According to Sundaram, Mitra, and Webster (1998) there are four types of motivations why a consumer engages in WoM communication: 1) product involvement, 2) self-enhancement, 3) other involvement, and 4) message involvement. The last category is mostly used for WoM communication about CSR activities because the consumer gives an account of the company's CSR message.

2.8.3. The impact of the company's image on the consumer's Word-of-mouth (WoM) communication

Sernovitz (2006) states that consumers would not talk about a company they do not trust and like. He names three main reasons why a consumer communicates about a company: 1) talking makes the consumer feel good, 2) the consumer feels connected to the group, and 3) the consumer likes the company and its stuff. Thus, to stimulate positive WoM communication it is important that the consumer likes the company which is certainly easier when the company has got a good image. Moreover, according to Sundaram, Mitra, and Webster (1998) another reason for engaging in positive word-of-mouth is to help the company. It is more likely that consumers are willing to help companies they like. Based on this the hypothesis is stated as follows:

H10: The better the consumers' perception of the company's image is, the more willing they are to talk positively about a) the company and b) its CSR activities.

2.8.4. The impact of skepticism toward the company's CSR communication on the consumer's WoM communication

CSR-oriented companies can benefit with outcomes like WoM (Becker-Olsen & Hill, 2006; Curtis, 2006). Consumer trust turned out to have a positive effect on consumer WoM (Stanaland, Lwin, & Murphy, 2011; Vlachos, Theotokis, & Panagopoulos, 2010). Thus, consumers who are skeptical toward the company's CSR claims tend to respond more negatively than consumers with a lower level of skepticism (Bronn & Vrioni, 2001). This is also transferrable to the consumers WoM communication behavior. Moreover, one reason for engaging in positive word-of-mouth is to help the company (Sundaram, Mitra, & Webster, 1998). It is more likely that consumers are willing to help a company they trust. Based on this the following hypothesis is stated:

H12: The higher the consumer skepticism toward the company's CSR communication is, the less willing they are to talk positively about a) the company and b) its CSR activities.

2.9. Purchase behavior

Many consumers take CSR information into account for purchasing (Bhattacharya & Sen, 2004). Thus, CSR can be a viable promotion strategy that leads to broader company benefits like immediate purchase behavior (Bronn & Vrioni, 2001; Lichtenstein, Drumwright, & Braig, 2004). Most studies showed that CSR can increase buying behavior through three main effects: 1) The value CSR can add to the brand, 2) the ability to strengthen the relationship with stakeholders whose support is vital to brand equity, and 3) the ability to make the message more believable and, thus, to reduce skepticism (Bronn & Vrioni, 2001). However, also different results were found regarding the impact of a company's CSR efforts on purchase behavior (Castaldo et al., 2009). In the study of Mohr, Webb, and Harris (2001) for instance customers claim that they are willing to pay higher prices for products of companies which engaged in CSR. In contrast to this, Boulstridge and Carrigan (2000) suppose that there is an attitude-behavior gap between the willingness to purchase a company's product and the

consumers' purchase behavior itself. Mohr, Webb, & Harris (2001) state that consumers first need to become aware of a firm's level of social responsibility before this factor can impact their purchasing. Moreover, Ross, Stutts, and Patterson (1990) found that 53 percent of a sample could recall a cause-related advertisement for a product.

2.9.1. The impact of the company's image on the consumer's purchase behavior

Consumers are interested in the companies' CSR efforts, and this behavior has got an impact on the purchase behavior. It can be assumed that companies, which have a reputation for being socially responsible, will attract consumers to their products while companies with a bad reputation regarding CSR efforts will be punished by the consumers through, for instance, boycotts (Castaldo et al., 2009). According to 'reasoned action' consumers attitude leads to purchase intention which predicts purchase behavior (Morrell & Jayawardhena, 2010). It is unlikely that CSR image will be taken into account automatically by consumers when making consumption decisions, or deciding which company to strengthen relations with (Bhattacharya & Sen, 2004). However, CSR-based consumer-company identification is able to directly generate better attitude towards the brand and, additionally, broader purchase intention (Pérez, Alcañiz, & Herrera, 2009).

CSR helps the consumer to believe that everyone has a more positive perception of the company. The positive impact on corporate image leads to bottom-line benefits like an improved product evaluation and behavioral benefits like a preferred choice among alternatives (Bower & Grau, 2009). Also, CSR is an attribute which distinguishes the brand from its competitors by making it special and different from other brands (Pérez, Alcañiz, & Herrera, 2009). Smith and Alcorn (1991), for instance, show that a consumer is likely to switch the brand in order to patronize a company supporting social causes. These findings are consistent with the study of Lee et al. (2009) who also finds attitude toward a company engaging in CSR positively affects purchase intention. Furthermore, the study of Ross, Patterson, and Stutts (1992) shows that respondents stated to be more willing to buy products of companies which run a cause-related advertising campaign. Moreover, individuals react to a company's CSR activities in multiple ways which go over the increased purchase intention. Consumers are also more likely to enact other stakeholder behavior, such as seeking employment with the company and investing in the company (Sen, Bhattacharya, & Korschun, 2006). Based on the next hypothesis is stated:

H11: The better the consumers' perception of the company's image is, the more willing they are to purchase the company's products.

2.9.2. The impact of skepticism toward the company's CSR communication on the consumer's purchase behavior

There are many positive outcomes of CSR which are an enhanced national visibility for the brand, countering negative publicity, greater brand awareness and brand image reinforcement, incremental gains in new sales, and customer advocacy, which are predicted to lead to increased purchasing behavior (Becker-Olsen & Hill, 2006; Curtis, 2006; Lacey & Kennett-Hensel, 2010; Varadarajan & Menon, 1988). However, it was found that consumers punish firms that are perceived as insincere in their social involvement (Becker-Olsen & Hill, 2006; Sen & Bhattacharya, 2001). Webb and Mohr (1998) suggest that consumers, who have a higher level of skepticism, will be less likely to respond positively to the campaigns regarding a company's CSR engagement and vice versa. Consumer trust was found to reduce the perceived risk which consumers experience in buying and using products (Stanaland, Lwin, & Murphy, 2011). There is a level of consumer skepticism that often makes consumers doubt what a company is saying. This skepticism can lead consumers to reject statements made in CSR campaigns, it can affect their purchasing behavior and can lead to stronger action (Bronn & Vrioni, 2001; Rogers, 1998). Based on this, the next hypothesis is stated:

H13: The higher the consumer skepticism toward the company's CSR communication is, the less willing they are to purchase the company's products.

2.10. The hypothesized impact of CSR communication strategy on consumer attitude and behavior

Summarized, a model was built up which embraces the aforementioned factors. The model has the CSR communication strategy as a focus and additionally concentrates on the constructs fit between the company and its CSR projects, the perceived motives of the company for its engagement, skepticism toward the company's CSR engagement, the

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company's image, consumers' WoM communication as well as consumer's purchase behavior. The focused model is presented in figure 4.

The impact of the degree how proactive a company communicates about its CSR activities on the company's motives behind the CSR engagement, the consumer skepticism toward the company's CSR engagement as well as the company's image were analyzed. Moreover, it can be assumed that also fit plays an important role regarding the factors motives of the company, consumer skepticism, and company image. Finally, also the impact of the consumer attitude (consumer skepticism and company image) on consumer behavior (WoM about the company as well as the company's CSR activities, and the purchase behavior) was dealt with.

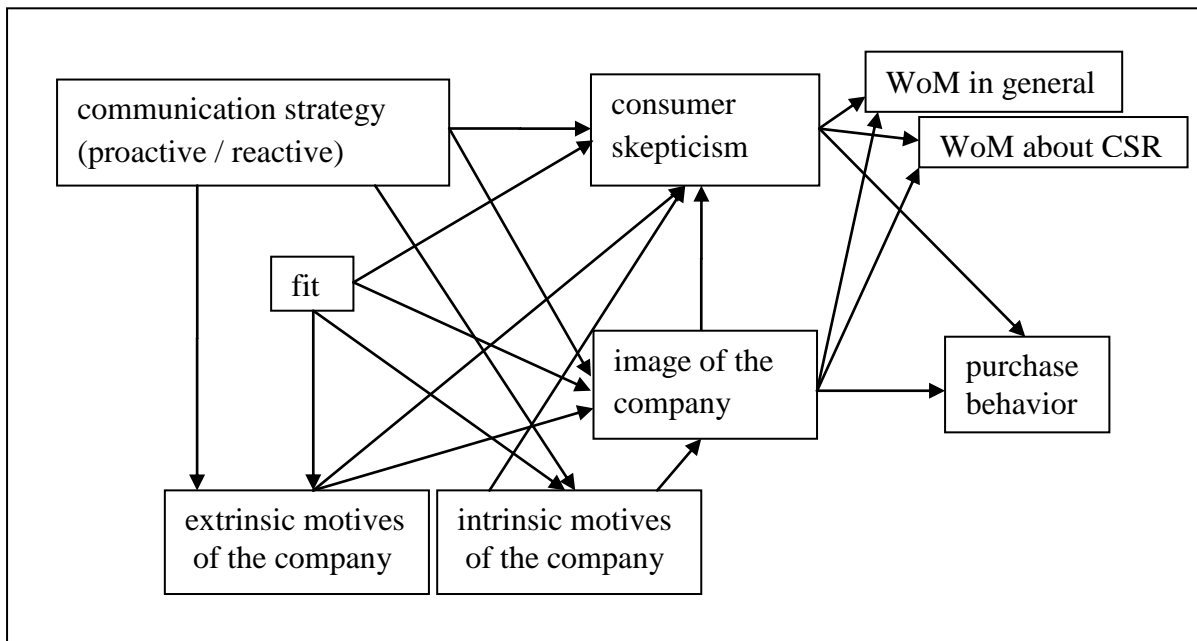


Figure 4: Model of the study 2.

3. Method

To give a general overview about CSR in the Netherlands and to test the impact of the company's CSR communication strategy on consumer attitude and behavior two quantitative researches were conducted. In this chapter the design of the two studies will be introduced. Moreover, an overview about the sample group will be given and the research instruments will be introduced. Finally, an overview about the measures of the all constructs of study one and two will be given.

3.1. Design

In order to perform these two researches one online-survey were conducted. The first main research question was analyzed in the first online-survey (Appendix A). This research was created as a descriptive study. The other two main research questions were analyzed in the second study (Appendix B) which focused on the correlations of the constructs. Both studies were performed via a one sample group.

3.2. Sample

The participants were people living in the Netherlands. In total n=913 participants (43.8% men, 56.2% women, median age 40-50 years) filled in the first survey completely. Almost 70 percent of the participants of the first study also took part in the second one. In total n=627 participants (44.4% men, 55.6% women; median age 40-50 years) filled in the second survey. A summarization is given in table 1.

Table 1: Overview about the sample.

Study	Number of participants	percent of male participants	percent of female participants	median age in years
1	913	43.8%	56.2%	40-50
2	627	44.4%	55.6%	40-50

3.3. Instruments

The constructs of the first study were created based on the triple-bottom-line approach which was discussed in section 2.3.. This approach can be shortened to social and environmental dimension (Pérez, Alcañiz, & Herrera, 2009). The economical part was excluded due to two reasons: 1) Because it was preferred to keep the questionnaire short and 2) because it was preferred to focus on environmental and social sustainability. Focusing on other studies, which have made the same measurements, the constructs of the second study were created. In order to make the rating of the agreement or disagreement about the statements easier 25 companies engaging in CSR in the Netherlands were listed up. The participants were supposed to choose one of the companies or could also select another one which was on their mind regarding a specific CSR activity. The participants were told to think about the chosen company the whole time filling out the second questionnaire. All constructs were measured on a five-point Likert scale from 1 = totally disagree to 4 = totally agree and another option if the participant had no opinion. Both surveys were provided in Dutch.

3.3.1. Measures of study 1

3.3.1.1. General attitude towards CSR

As a first construct, the general attitude toward CSR was measured. This construct was split up into environmental and social attitude. Both were, moreover, split up into the role of the company, the role of the consumer and the role of the government. The construct general CSR attitude with its separate items is based on different environmental and social attitude scales which have a focus on the role of the company, the role of the consumers, and the role of the government. More concretely, the items of the environmental part of the general CSR attitude is based on the personal environmental norm measure as well as the environmental concern measure of the environmental attitude scale of Minton and Rose (1997). The items of the personal environmental norm measure were partly adopted to measure the role of the consumer whereas the items of the environmental concern measure were partly used to measure all three roles depending on the focus in each question. Due to the fact that both measures include 24 items the scale is, however, too complex and includes very specific questions like “Non-recyclable containers should be taxed to reduce waste”. Thus, the questions were only used partly and needed to be adopted be more general.

Moreover, other items were based on the scale of Laivaite (2011) which was used as a basis for the environmental and social attitude regarding the role of the company. The scale of

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Schwepker and Cornwell (2011) was partly used for the environmental attitude focusing on the role of the consumer. The scale of Gill, Crosby, and Taylor (1986) was additionally consulted for the environmental attitude and gave another basis for the items for the role of the consumer and the role of the government. The scales of Steptoe et al. (1995) and Dawkins (2004) were conducted to create items regarding the social attitude. Out of these scales in total 19 items were created to measure general CSR attitude. Ten items measured the environmental part and nine items the social part. The role of the company was evaluated with four items in the environmental part such as "Companies have an obligation to contribute to better environment", and with three items for the social part for example "Companies have an obligation to contribute to better society". The role of the consumers was both times measured with four items whereas the role of the government was each time measured with two items. To check the reliability of the measures the reliability test Cronbach's Alpha was accomplished. It showed α was always higher than 0.7 for the general CSR attitude (environmental attitude: role of the companies: $\alpha = 0.909$; role of the consumers: $\alpha = 0.808$; social attitude: role of the consumers: $\alpha = 0.808$; role of the government: $\alpha = 0.686$) beside the factor environmental attitude by the role of the government which was $\alpha = 0.095$ and the social attitude by the role of the companies was firstly $\alpha = 0.252$. However, by the social attitude role of the companies through deleting the second item α increase to 0.627, which is a bit too low to proof reliability for this construct. Due to the fact that environmental attitude by the role of the government only consists of two items α could not be increased. Thus, the reliability of this construct has to be questioned.

3.3.1.2. Consumer knowledge

The construct consumer knowledge about environmental and social topics was not based on other scales. The construct was created in a discussion with the company that had also recruited the participants. The constructs created were evaluated in, on the one hand, environmental categories (energy, water, public transportation, biologic products) and, on the other hand, social categories (fair trade, honorary post). Thus, in total, consumer knowledge was measured with six items. The consumers were asked in each category how much they know about each topic (e.g. "I know how to save energy."). It was supposed to analyze how much Dutch consumers know about environmental and social topics. For the environmental topics Cronbach's Alpha was 0.752 and for the social topics it was $\alpha = 0.470$ which is a bit too low to proof sufficient reliability.

3.3.1.3. Consumer behavior

The consumer behavior about environmental and social topics was created in the same manner as the construct consumer knowledge. It was also separated in the six aforementioned categories. This time the participants were asked about their behavior in each category (e.g. “I do actively save energy”). Hence, this construct was also measured with six items. For the environmental topics $\alpha = 0.683$ was measured. Like the α for consumer knowledge also the α for social topics regarding consumer behavior was quite low with $\alpha = 0.361$.

3.3.1.4. Consumer wish to get more information

The consumer wish to get more information about environmental and social topics was created in the same way as consumer knowledge and consumer behavior. This time the participants were asked about their wish to get more information about each of the six aforementioned categories (e.g. “I would like to get more information about methods how to save energy”). The construct was also measured with six items. In the reliability test showed for environmental topics $\alpha = 0.875$ and for social topics $\alpha = 0.681$.

3.3.1.5. Demographic variables

Certain demographic variables were collected which are sex, age, level of education and family status. Participants were able to quote their age in an ordinal scale level. Degree of education was also constructed on an ordinal scale, sex and family status were collected nominally. For education and family status the option was given in order to make clear that the participant does not want to answer this question. Besides this, family status was separated into “living alone without children”, “living alone with children”, “living in a relationship without children”, and “living in a relationship with children”.

3.3.2. Measures of study 2

3.3.2.1. Communication strategy

The scale to measure communication strategy was based on the questions of Dawkins (2004), which focus on communication frequency, and the scale of Laivaite (2011) which deals with communication strategy in general. The construct firstly summarized the communication quantity, quality and the number of different communication channels with in total five items.

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However, the reliability check Cronbach's Alpha was conducted which found $\alpha = 0.523$ which is too low. For that reason and to avoid measuring mixed communication factors in one construct, it was decided to only concentrate on the communication quantity to analyze the impact of the degree of proactivity in a company's communication strategy. Thus, the first, second, and fifth item were deleted so that this constructs was measured with two items (e.g. "The company communicates too often about their CSR initiatives"). Afterwards alpha increased to 0.790.

3.3.2.2. *Perceived fit*

The construct fit was measured leaned on the scales of Menon and Kahn (2003) and Alcaniz, Cáceres, and Pérez (2010) which include general questions about the degree of fit between a sponsored activity and the company. Both scales were adapted to the CSR focus and shortened again so that it was measured with four items (e.g. "The company's brand is logically related to its CSR-related messages"). Fit showed a good reliability with $\alpha = 0.858$.

3.3.2.3. *Perceived motives*

The scale to measure the motives is based on the one of Lee et al. (2008). While measuring motives it was distinguished between intrinsic and extrinsic motives. Moreover, the extrinsic motives were separated into stakeholder-driven motives and strategic-driven motives. The intrinsic motives were evaluated with four items (e.g. "I think the company has a long-term interest in society"), and the extrinsic ones with ten items of which the stakeholder-driven motives were measured with five items (e.g. "I think the company feels their customers expect them to be socially responsible"), and the strategic-driven motives with six items (e.g. "I think the company will get more customers by supporting this initiative"). For the intrinsic motives an $\alpha = 0.881$ was set up. Focusing on the extrinsic motives, for the stakeholder-driven motives a reliability of $\alpha = 0.869$ and for strategic-driven motives a reliability of $\alpha = 0.886$ could be determined.

3.3.2.4. *Consumer skepticism*

The scale to measure skepticism is partly based on the scales of Obermiller and Spangenberg (1998), Thakor and Goneau-Lessard (2009) as well as Boush et al. (1993). The scale of

Obermiller and Spangenberg (1998) and Thakor and Goneau-Lessard (2009) focus mainly on skepticism toward advertisement and are thus only useable by adapting them. In this survey five items were used to measure skepticism (e.g. “The company’s CSR-related ads exaggerate the impact my CSR-related choices have on other people”). The skepticism scale reached an α of 0.830.

3.3.2.5. *Company image*

The company image will be measured by using a combination of different scales of Wagner, Lutz and Weitz (2009), Stanaland, Lwin, and Murphy (2011), Lichtenstein et al. (2004), Fombrun, Gardberg, and Sever (1999), Menon and Kahn (2003) as well as Lee et al. (2008). The items of these questionnaires are partly very similar so that the combination of these scales can be treated without getting too many items. Finally, seven items have been used (e.g. “In my opinion the company is a socially responsible company”). Image showed, moreover, a reliability of $\alpha = 0.909$.

3.3.2.6. *WoM*

The scale to measure the general WoM communication is based on the scale of Harrison-Walker (2001). The one to measure WoM communication about the company’s CSR activities was created without leaning on another scale. The scale to measure general WoM has six items (e.g. “I intend to mention this company to others quite frequently”) and the scale to evaluate WoM communication about the company’s CSR engagement was measured with four items (e.g. “I intend talk often to other people about the CSR initiatives of the company”). When focusing on the general WoM communication a reliability of $\alpha = 0.819$ and for WoM communication about the company’s CSR activities $\alpha = 0.914$ was found.

3.3.2.7. *Purchase behavior*

For purchase behavior a mixture of the scale by Schwepker and Cornwell (1991), Bhate and Lawler (1997), Lee et al. (2008), and Groza, Pronschinskee, and Walter (2011) was used. The scale consists of five items (e.g. “I would support the products and services of the company”). The reliability of purchase behavior was first $\alpha = 0.848$, which is an acceptable number,

however, when deleting the last item of the scale (“I would like to get more information about the company’s products or services.”) α increased to 0.885.

3.4. Procedure

The participants were recruited via a variety of channels. The survey was distributed via the Dutch company Asito which engages in the sustainability project “1.000.000 druppels” and cooperates with other Dutch organizations. These companies distributed it to their employees, for instance, in their company newsletter. In total the company sent the newsletter to 3.567 people. However, it was found that only 1.227 opened the email. Moreover, the surveys were published in the internet and communicated via social media as well as in different newspapers and magazines. The participants were asked to fill in the online-survey. As an extra motivation to take part the chance to win an iPad2 was provided. After the participants had completely filled in the first survey, they were asked to fill in the second survey as well. If they did so, they had a double chance to win the iPad2.

3.5. Factor analysis

An exploratory factor analysis was treated to analyze the internal consistency of study two. It can be critically seen that both factors regarding how proactive or reactive a company communicates loaded with consumer skepticism. However, the factor loadings for skepticism are higher than the ones for communication strategy. An overview is given in table 2.

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Table 2: Summary of the exploratory factor analysis results of communication strategy and skepticism factors loading in the same component.

Construct	Item	Factor loadings
Communication strategy	The company communicates too often about their CSR initiatives.	-.63
	The amount of information the company communicates is too much.	-.52
Skepticism	The company's CSR-related ads exaggerate the impact my CSR-related choices have on other people.	-.77
	In general, the company's CSR-related ads do not present a true picture of the risks associated with certain behaviors.	-.74
	The messages conveyed in the company's CSR-related ads do not show life as it really is.	-.73
	The company's CSR-related ads over dramatize the likelihood that others will suffer as a result of an individual's behavior.	-.77
	The company's CSR-related ads are nothing more than guilt trips.	-.73

Furthermore, it was found that intrinsic motives, the strategic-driven part of the extrinsic motives as well as the WoM communication is general loaded in different components. However, all other constructs of the model were shown to have a good loading of their items together. The whole rotated component matrix of the factor analysis is given in Appendix C.

4. Results

4.1. Study 1

The analysis of study 1 showed that the environmental part of the consumers' CSR attitude and their interest in this topic showed no broad differences between the role of the companies, the role of the consumers, and the role of the government. The company had an average mean of 3.61, consumers of 3.38, and the government of 3.45 which show all very positive attitudes and consumer interests. However, it this shows that consumers see themselves least in responsibility and companies most obligated. An overview about all the items is presented in table 3.

Table 3: Overview about the results of the environmental attitude and consumer interests.

Focused group	Item	Mean	Standard Deviation
Company:	Companies have an obligation to contribute to better environment.	3.65	0.68
	Companies should try to save resources during the production whenever possible.	3.54	0.75
	Companies should try to save resources which are supporting the working process during the production whenever possible.	3.62	0.68
	Manufacturers should use recycled materials in their operations whenever possible.	3.62	0.76
Consumer:	I am interested in the environmental consequences of the products I purchase.	3.29	0.88
	Whenever possible, consumers should buy products which they consider environmentally safe.	3.27	0.92
	I am interested in the pollution aspects of products I purchase.	3.37	0.88
	Overuse of our natural resources is a serious threat to the health and welfare of future generations.	3.58	0.95
Government:	The government is responsible to contribute to better environment.	3.51	0.84
	The government is responsible that the pollution will be reduced.	3.38	0.90

On average it was pointed out that most items of the social part of the consumers' CSR attitude are lower than the items of the environmental part. However, also no big differences between the role of the companies, the role of the consumers, and the role of the government were found. On average the company has a mean of 3.05, the consumers of 3.15, and the

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government of 3.36 which is also quite high. As well as for the environmental attitude also in the social attitude consumers see themselves least in responsibility (see table 4).

Table 4: Overview about the results of the social attitude. and consumer interests.

Focused group	Item	Mean	Standard Deviation
Company:	Companies have an obligation to contribute to better society.	3.32	0.69
	Companies pay enough attention to their social responsibilities.	2.62	1.10
	Companies should encourage its employees participate in social projects.	3.22	0.83
Consumer:	Consumers should only buy fair trade products.	2.81	1.06
	I am interested in the social consequences of the products I purchase.	3.20	0.78
	Whenever possible, consumers should buy products which they consider to be fair traded.	3.28	0.76
	I prefer companies which contribute to follow social goals.	3.30	0.89
Government:	The government is responsible to contribute to better society.	3.45	0.65
	The government is responsible to control that the products sold at the market are fair traded.	3.27	0.80

When focusing knowledge the participants rated their knowledge about environmental topics a bit higher than on social topics. On average mean of the environmental knowledge was 3.14, and the one of social knowledge was 3.0. Moreover, the participants averagely also indicated a higher environmental behavior (~ 2.87) than a social behavior (~ 2.69). The same was found for the wish to get more information. On average the mean for the environmental part was 3.14 and for the social part 2.91. The participants indicated that they have a bigger wish to get environmental information rather than social information. The environmental topics are presented in table 5-7 and the social ones in table 8-10.

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Table 5: Overview about the consumer knowledge about environmental topics.

Focused topic	Item	Mean	Standard Deviation
Energy	I do exactly know how I can save energy.	3.31	0.58
Water	I do exactly know how I can save water.	3.25	0.56
Transportation	I know which sort of transportation is environmentally friendly.	3.20	0.70
Biologic products	I know much about biologic products.	2.79	0.93

Table 6: Overview about the consumer behavior about environmental topics.

Focused topic	Item	Mean	Standard Deviation
Energy	I am very engaged in saving energy.	3.22	0.69
Water	I am very engaged in saving water.	3.10	0.75
Transportation	I almost only use transportations which are environmentally friendly.	2.41	0.96
Biologic products	I often buy biologic products.	2.76	0.97

Table 7: Overview about the consumer wish to get more information about environmental topics.

Focused topic	Item	Mean	Standard Deviation
Energy	I would like to know more methods how I can save energy.	3.24	0.85
Water	I would like to know more methods how I can save water.	3.22	0.88
Transportation	I would like to get more information which sorts of transportation are environmentally friendly.	3.05	1.00
Biologic products	I would like to get more information about biologic products.	3.03	1.00

Table 8: Overview about the consumer knowledge about social topics.

Focused topic	Item	Mean	Standard Deviation
Fair trade	The consequences are hard if I do not buy fair trade products.	2.80	0.92
Honorary post	I know the possibilities to engage myself in an honorary post.	3.11	0.80

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Table 9: Overview about the consumer behavior about social topics.

Focused topic	Item	Mean	Standard Deviation
Fair trade	When purchasing products I firstly check if they are fair traded.	2.60	0.964
Honorary post	I am engaged myself very much in honorary posts.	2.77	1.13

Table 10: Overview about the consumer wish to get more information about social topics.

Focused topic	Item	Mean	Standard Deviation
Fair trade	I would like to get more information about fair trade products.	3.06	0.96
Honorary post	I would like to know more about how I can engage myself in an honorary post.	2.75	1.16

4.2. Study 2

When looking at the means and standard deviations of the constructs of study 2 it was found that the proactivity of the communication strategy has to the lowest mean which shows that the focused companies use in total a mixture of a proactive and reactive communication strategies. Perceived fit, the perceived motives, the company image and purchase behavior showed a higher mean which is higher or equal 3.00. An overview about all means and standard deviations of the constructs is given in table 11.

Table 11: Overview about the mean and standard deviation of the constructs.

Construct	Mean	Standard Deviation
Communication strategy	2.00	0.49
Perceived fit	3.00	0.50
Perceived extrinsic motives	3.02	0.38
Perceived intrinsic motives	3.21	0.51
Consumer skepticism	2.03	0.45
Company image	3.14	0.53
WoM about the company	2.80	0.43
WoM about CSR	2.61	0.68
Purchase Behavior	3.00	0.63

In order to analyze the aforementioned model multiple regression analyses were treated. In each analysis one factor was set as the dependent variable and all factors which were assumed to influence this variable were set as independent variable. If in this analysis a significant correlation could not be proven or only a small relationship was found a simple linear regression analysis was additionally performed to see whether this time a significant impact occurs.

4.2.1. The influences of the communication strategy and the perceived fit on the perceived motives

In the first multiple regression analysis the impact of communication strategy and fit on extrinsic motives as well as on intrinsic motives was conducted. The relationship of the degree of proactivity of the communication strategy on the extrinsic motives could not totally be proven ($\beta = .017$). However, when analyzing the stakeholder-driven motives and strategic-driven motives, which are the two sub-constructs of the extrinsic motives, separately, a significant positive impact of a proactive communication strategy and stakeholder-driven motives was found ($\beta = .145, p < .01$). For strategic-driven motives no relationship could be proven. For that reason H1a is only partly supported because the stakeholder-driven part of the extrinsic motives supports the hypothesis whereas the strategic-driven part does not.

When focusing on the relationship of the perceived fit between the company’s CSR activity and its business and the extrinsic motives of the company, a positive significant relationship was found ($\beta = .486, p < .01$). When splitting extrinsic motives up again for stakeholder-driven motives ($\beta = .531, p < .01$). β was much higher than for strategic-driven motives ($\beta = .163, p < .01$). According to this H4a can be supported. An overview about the impacts on the extrinsic motives is given in table 12.

Table 12: The impact of communication strategy and perceived fit on extrinsic motives.

Construct	B	SE B	β
Communication Strategy	.013	.039	.017
Perceived Fit	.345	.037	.486**

Dependent Variable: Perceived Extrinsic Motives; ** = $p < .01$; * = $p < .05$; ² = $p < .10$

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Another multiple linear regression analysis was performed with communication strategy and fit as independent variables and intrinsic motives as dependent variable. Hereby a significant negative relationship between a proactive communication strategy and the intrinsic motives was proven ($\beta = -.090$, $p < .05$) which supports H1b. When focusing on the relationship of the perceived fit between the company's CSR activity and its business and the motives of the company, a positive significant relationship for intrinsic motives ($\beta = .557$, $p < .01$) was found. Thus, H4a is supported. An overview about the impacts on the intrinsic motives is given in table 13.

Table 13: The impact of communication strategy and fit on intrinsic motives.

Construct	B	SE B	β
Communication strategy	-.092	.044	-.090*
Perceived fit	.555	.042	.557**

Dependent Variable: Perceived intrinsic motives; ** = $p < .01$; * = $p < .05$; ² = $p < .10$

4.2.2. The influences of the communication strategy, the perceived fit, and the perceived motives on company image

Another multiple linear regression analysis was treated with image as a dependent variable and communication strategy, fit as well as intrinsic and extrinsic motives as independent variables. No effect was found regarding the relationship of how proactive the communication strategy is on the company's image ($\beta = -.014$). When treating a simple linear regression a latent significant impact of how proactive the communication strategy is on the company's image ($\beta = -.104$, $p < .10$). For that reason, H3 finds only weak support in a simple linear regression analysis and will thus be rejected. Additionally, the perceived fit has got a significant positive influence on the company's image ($\beta = .222$, $p < .01$) which gives support to H6. Furthermore, it became obvious that intrinsic motives had a positive impact on the company's image ($\beta = .613$, $p < .01$). Surprisingly, also extrinsic motives were found to have a positive impact on the company's image ($\beta = .099$, $p < .05$) which was even more significant when focusing the relationship of these two constructs separated from the model ($\beta = .142$, $p < .01$). However, the β of intrinsic motives is clearly bigger than the β for extrinsic motives. For that reason, H8a has to be rejected whereas H8b is supported. Additionally, it was found that stakeholder-driven motives positively influence the company image ($\beta = .153$,

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$p < .01$) whereas strategic-driven motives have a negative impact ($\beta = -.010$) which, however, was not significant. An overview about the correlations is given in table 14.

Table 14: The impact of communication strategy and perceived fit, and perceived intrinsic motives as well as perceived extrinsic motives on the perceived company image.

Construct	B	SE B	β
Communication strategy	-.015	.039	-.014
Perceived fit	.220	.047	.222**
Perceived intrinsic motives	.616	.052	.613**
Perceived extrinsic motives	.139	.065	.099*

Dependent Variable: Perceived company image; ** = $p < .01$; * = $p < .05$; ² = $p < .10$

4.2.3. The influences of the communication strategy, the perceived fit, the perceived motives, and the company image on consumer skepticism

It was also found that how proactive a communication strategy is, has got a positive impact on consumer skepticism ($\beta = .433$, $p < .01$). Thus, H2 can be verified. Moreover, the perceived fit was found to have no impact on consumer skepticism ($\beta = .015$) which needs to reject H5. By the analysis of the impact of motives of the company on consumer skepticism it was found that perceived extrinsic motives positively influence skepticism ($\beta = .278$, $p < .01$) whereas perceived intrinsic motives have got a marginal negative impact on skepticism ($\beta = -.196$, $p < .10$). When only focusing on the relationship of intrinsic motives and skepticism by treating a simple linear regression a completely negative significance could be proven ($\beta = -.311$, $p < .01$). Thus, H7a as well as H7b can be verified. Surprisingly, stakeholder-driven motives had a significant negative impact on consumer skepticism ($\beta = -.234$, $p < .05$). However, strategic-driven motives have a stronger positive impact on consumer skepticism ($\beta = .436$, $p < .01$). When focusing on the impact of image of the company on consumer skepticism it was found that image has got a negative significant impact on skepticism ($\beta = -.263$, $p < .05$) and even a higher significance when treating a simple linear regression ($\beta = -.314$, $p < .01$) which supports H9. An overview about the correlations is given in table 15.

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Table 15: The impact of communication strategy and perceived fit, perceived intrinsic motives as well as perceived extrinsic motives, and perceived image on consumer skepticism.

Construct	B	SE B	β
Communication strategy	.435	.057	.433**
Perceived fit	.014	.070	.015
Perceived intrinsic motives	-.183	.094	-.196 ²
Perceived extrinsic motives	.361	.094	.278**
Perceived company image	-.248	.097	-.263*

Dependent Variable: Consumer skepticism; ** = $p < .01$; * = $p < .05$; ² = $p < .10$

4.2.4. The influence of perceived company image and consumer skepticism on WoM

Additionally, it was found that the company's image has got a positive influence on WoM about the company in general ($\beta = .502$, $p < .01$) as well as WoM about the CSR activities ($\beta = .474$, $p < .01$) which verifies H10. The impact of consumer skepticism on WoM showed a significant negative impact on the WoM communication about the company in general ($\beta = -.169$, $p < .01$) but not on WoM communication about CSR activities ($\beta = -.069$). However, when focusing only on these two constructs through treating a simple linear regression a significant effect was found again ($\beta = -.223$, $p < .01$). Nevertheless, in the context of the stated model H12 can only partly be supported, too because skepticism has got an impact on WoM communication in general but not has the hypothesis additionally stated on WoM about the company's CSR activities. An overview about the correlations regarding WoM in general is given in table 17 and one regarding WoM about the CSR activities is given in table 18.

Table 17: The impact of the perceived image and consumer skepticism on WoM in general.

Construct	B	SE B	β
Perceived company image	.404	.043	.502**
Consumer skepticism	-.145	.046	-.169**

Dependent Variable: WoM in general; ** = $p < .01$; * = $p < .05$; ² = $p < .10$

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Table 18: The impact of the perceived image and consumer skepticism on WoM about the company's CSR engagement.

Construct	B	SE B	β
Perceived company image	.559	.066	.474**
Consumer skepticism	-.089	.073	-.069

Dependent Variable: WoM about the company's CSR engagement; ** = $p < .01$; * = $p < .05$; ² = $p < .10$

4.2.5. The influences of perceived company image and consumer skepticism on purchase behavior

Furthermore, the analysis showed that the company's image also positively influences purchase behavior ($\beta = .531$, $p < .01$). Thus, also H11 is supported. Additionally, skepticism was found to have a negative impact on consumers' purchase behavior ($\beta = -.124$, $p < .05$), which supports H13. An overview about the correlations is given in table 19.

Table 19: The impact of the perceived image and consumer skepticism on purchase behavior.

Construct	B	SE B	β
Perceived company image	.674	.070	.531**
Consumer skepticism	-.164	.073	-.124*

Dependent Variable: WoM about the company's CSR engagement; ** = $p < .01$; * = $p < .05$; ² = $p < .10$

4.2.6. Summarized results of study 2

A summary of the supported relationships of study 2 is given in figure 5.

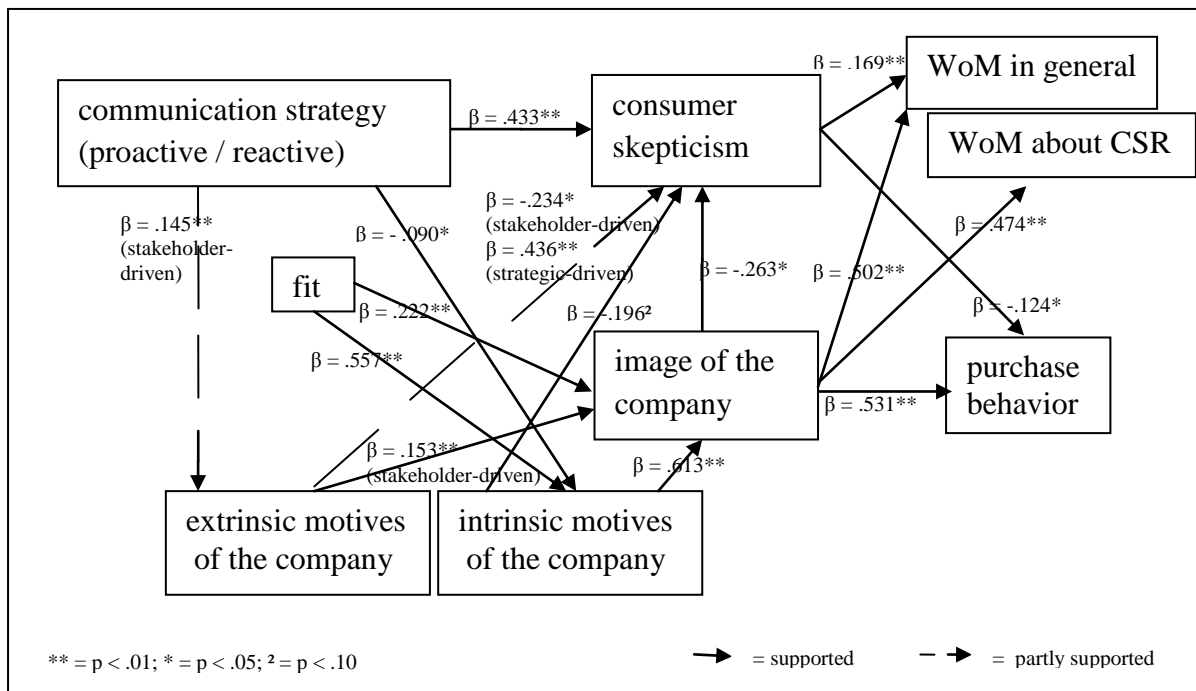


Figure 5: Supported hypotheses of the study 2.

4.3. Other results

The participants were also asked where they had heard from this research in order to analyze how effective the different channels have been. Most participants (n=392) heard about it from their entrepreneur, also quite a number of people had heard about it via the internet (n=222), some people heard about it via social media (n=135) and only a few people had heard about it via friends or colleagues (n=77) and newspapers or magazines (n=29). Also a few respondents (n=94) indicated that they have heard about the study via another channel. The respondents were allowed to name more than one option.

5. Conclusions

This thesis was supposed to give a general overview about CSR attitude, consumer interests as well as environmental and social knowledge, behavior and the wish to get more information of people living in the Netherlands. Moreover, it was supposed to analyze the degree of proactivity in a company's communication strategy about its CSR engagement impacts consumer attitude and, in the end, consumer behavior.

5.1. *Conclusions study 1*

The first research question was "What is the consumers' general point of view about CSR in the Netherlands?" In general, a positive point of view of the Dutch consumers regarding CSR was found. The results of the first study showed that Dutch people have a very positive attitude towards CSR and are interested in this topic. Consumers stated that companies, the government as well as themselves have an obligation to contribute in a better environment and society. Thus, it can be assumed that Dutch consumers rate companies engaging in CSR in general positively. Moreover, it can be assumed that they are likely to support guidelines from the government which have the goal to contribute to good causes and because they also see themselves in obligation it is likely that they also give a better support for companies which engage in CSR projects.

On average it was found that the respondents saw companies most obligated to engage in environmental causes. The fact that most companies use environmental resources might be a reason why consumer see themselves most obligated. Afterwards they stated the government to be in responsibility and they saw themselves least obligated which can be argued because most people already behave environmentally friendly. When focusing on the social part the participants saw the government most obligated, the companies least obligated and themselves in the middle which might be because the consumer is part of the society and feels, thus, more obligated. The fact that the government replaces the Dutch society might be the reason why it is seen most obligated.

Moreover, the participants rated most items of the environmental attitude higher than social attitude independently from the different roles focused. The fact that they rate a higher interest and importance to environmental rather than social topics might be based on raising natural exhaustion which is discussed very intensively in the public. Moreover, also for consumer knowledge, their behavior and their wish to the get more information the

respondents rated environmental part higher than the social one. Knowledge and the wish to get more information were almost rated equally high. Behavior, however, was rated a bit lower because knowledge does not automatically lead in a certain behavior.

5.2. Conclusions study 2

The research questions of the second study were “To what extent does the communication strategy a company uses to communicate about its CSR engagement influence consumer attitude? What effect does this attitude finally have on consumer behavior?” The results regarding the analyzed model showed that the degree of proactivity of a company’s communication strategy about their CSR activities does partly influence consumer attitude and consumer behavior. A proactive CSR communication strategy was found to positively influence stakeholder-driven motive, consumer skepticism and decrease intrinsic. Thus, companies should prefer a more reactive communication strategy.

Surprisingly, participants rated extrinsic motives very differently because a significant positive relationship of stakeholder-driven motives was found, whereas by strategic-driven motives no significance could be proven. For the impact of the degree of proactivity of the communication strategy on the company’s image in the model also no significance could be found. However, when focusing only on these two constructs, proactive communication was found to have a marginal significant negative impact on the company’s image. For that reason, future researches should overwork the model and test this relationship again.

Fit between the company’s business and its CSR engagement was found to positively influence the company’s image as well as intrinsic motives do. However, also a positive influence on extrinsic motives was proven which can be argued because to a certain extent consumers expect and accept external motives in CSR engagement. The relationship is stronger for stakeholder-driven motives than for strategic-driven ones. No relationship between the perceived fit and consumer skepticism could be found. For that reason it might be interested to split up fit into functional-based fit and image-based fit and perform another analysis.

As expected, intrinsic motives were found to increase the company’s image and decrease consumer skepticism. Extrinsic motives had a positive impact on consumer skepticism but when looking at it more in detail, only strategic-driven motives had a strong positive impact whereas stakeholder-driven motives had a small negative impact which shows that consumer only get skeptic toward strategic-driven motives but not stakeholder-driven

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ones. Strategic-driven motives were shown to have no effect on the company's image. In contrast to the hypothesis, stakeholder-driven motives have a positive impact on the company's image what accords with the aforementioned results.

In agreement with the hypotheses the image of a company negatively influences consumer skepticism and positively influences consumer WoM in general as well as their WoM over the company's CSR engagement. Moreover, a positive impact on purchase behavior could be proven. Consumer skepticism has got a negative impact on WoM in general and on purchase behavior. For WoM about the company's CSR activities only a marginal significant impact could be found when focusing the constructs separately. Hence, also here more research is needed.

6. Discussion

6.1. *General discussion study 1*

Due to the fact that environmental and social topics get more and more in the focus of the public it is not surprisingly that consumers have a positive attitude and high interest in CSR topics and see themselves as well as the companies and the government in obligation to contribute in a better environment and society. It can be argued that participants indicated by consumer attitude regarding CSR companies to be most obligated to contribute to a positive environment because many companies stress the environment with their productions and services. To compensate this consumers feel that the company has an obligation to give something good back. It can be argued the consumers see the government most obligated regarding social topics because it replaces society and has, hence, automatically a high responsibility for it. The fact that they see themselves middle obligated regarding social topics might be because they are a direct part of society and identify themselves more with this topic rather than companies.

Due to the fact that participants rated environmental factors higher than social factors Dutch consumers find environmental sustainability more important and are more interested in it than social sustainability which might be because environmental topics are getting more and more in the point of view in society. Moreover, participants stated that they have more knowledge about environmental and social topics than they are behaving environmentally or socially friendly which is logical because it is almost impossible to always apply the knowledge one has.

Although only a fraction of the Dutch population took part in this study it can be assumed that this results can be generalized for the whole Netherlands because, as the demographic variables showed, although the survey was not distributed randomly, the sample was covering no specific group of people. Moreover, the survey was provided the whole Netherlands. Due to the fact that CSR is influenced by factors like culture, society, politics, and economy (Robertson, 2009) it can moreover be stated that these results cannot be completely generalized in Western Europe but are, however, due to analogies of the aforementioned factors quite similar to the countries in this region. This is, moreover, supported by the equal results of Perrini (2005) and Furrer et al. (2010) and in this study where both times it was also found that consumers rated more importance to environmental CSR topics than to social ones.

6.2. *General discussion study 2*

The results regarding the analyzed model showed that a more reactive communication strategy should be preferred. However, due to the fact that most consumers do not proactively seek information about company's CSR engagement (Dawkins, 2004) and awareness has got a key factor role in CSR effectiveness (Bhattacharya & Sen, 2004), the company should not totally skip communicating its engagement. Nevertheless, this should be done more reactively. Another important factor in here might play the communication channel. It was found that CSR communication via a third party is perceived in a positive manner (Du, Bhattacharya, & Sen, 2010; Schlegelmilch & Pollach, 2005). Thus, an advice is that companies engaging in CSR should build up cooperations with environmental or social organizations which can communicate about the company's CSR engagement. Moreover, the communication message plays an important role (Bhattacharya & Sen, 2004). Thus, the company should look closely how it shall communicate its engagement.

It was found that a proactive communication strategy positively influenced the stakeholder-driven part of the extrinsic motives but, contrary to the hypothesis, not the strategic-driven part. Thus, it can be assumed that consumers perceive that a company uses a more proactive communication strategy to show them that the company fulfills their wishes regarding CSR engagement. However, the consumers do not perceive that the company does so because of only company focused reasons. Due to the fact that with a simple linear regression analysis a marginal significant negative impact of a proactive communication strategy on the company image was found but this effect could not be proven in the model, more research is required at that point to analyze if and under which conditions there does a significant relationship exist. Moreover, the results of this study that a reactive communication strategy should be preferred agree with the results of Dawkins (2004) and with the results of Morsing and Schultz (2006) regarding Denmark. However, for Sweden and Norwegian Morsing and Schultz (2006) found mixed results regarding the degree of proactivity of the CSR communication strategy. Thus, as the results of study 1, also these results cannot be generalized for whole Western Europe.

It can be argued that the impact of fit on the stakeholder-driven motives is higher than the one on strategic-driven motives because consumers seem to expect a company to choose a fitting CSR project just for them, the consumers. The fact that no relationship between the perceived fit and consumer skepticism could be found can have several reasons. Rifon et al. (2004) stated that a not fitting sponsoring may not hurt a well-known and well-liked company. Thus, a possible reason why the relationship is not significant is because consumers already

trusted the companies so far that the relationship of fit did not have an impact. Another possible reason is that image was not differentiated between functional-based fit and image-based fit. However, it might be that these different kinds of fit may have a different impact on consumer skepticism.

When focusing on the relationship of extrinsic motives on consumer skepticism, it was found that only strategic-driven motives had a strong positive impact whereas stakeholder-driven has a smaller negative impact. Thus, it seems that consumers perceive stakeholder-driven motives as acceptable and somehow as natural in a company's strategy which is concordant with the consumer attitude from the first study where consumers firstly consider CSR as a company's duty. In contrast to this, strategic-driven motives are perceived as negative. In contrast to the hypothesis, stakeholder-driven motives have a positive impact on the company's image. Also in literature it is stated that consumers accept and expect companies to have extrinsic motives. However, if only extrinsic motives and no intrinsic ones are perceived the impact is negative. For that reason it can be stated that consumer partly accept extrinsic motives and especially stakeholder-driven motives have positive impact on consumer attitude.

In agreement with the hypotheses the image of a company negatively influences consumer's skepticism and positively influences consumer's WoM in general as well as their WoM over the company's CSR engagement. Also a positive impact on purchase behavior could be proven. Consumer skepticism has got a negative impact on WoM in general and on purchase behavior. For WoM about the company's CSR activities only a marginal significant impact could be found when focusing the constructs separately. Thus, also here more research is needed to analyze this relationship.

6.3. Limitations

This thesis also has to deal with some limitations. Due to the fact that a prize was offered when participating at this study the motivation of the participants can be questioned. Moreover, it was perceived that the two questionnaires were a bit extensive for the participants which might have pushed their concentration to the limit. However, only 30 percent of all participants did not fill in the second questionnaire completely, which is quite a good number.

The factor analysis showed that the items of the communication strategy are loading with the items of consumer skepticism. When looking at the questionnaire a differentiation of

the focus of the items can be seen, however, these parts of the questionnaire have to be seen more critically in the analysis. Another critical point is that intrinsic motives, the strategic-driven part of the extrinsic motives as well as the WoM communication in general loaded in different components.

Another limitation is the construction of the model. Partly it was found that when analyzing the factors not in the whole model but separately the significance of a relationship could be proven or was even stronger. Thus, future research should overwork the model and re-test it.

6.4. Future implications

6.4.1. Theoretical implications

This thesis gives an impression about CSR in the Netherlands which future researches can use to perform further analysis about CSR in the Netherlands and to compare it with other countries. Moreover, this thesis analyzed which communication strategy is most effective. Thus, an impression about the impact of the CSR communication strategy on consumer attitude and behavior is given which gives a good basis for future researches in the CSR communication area.

Due to the fact that beside the quantity of the communication strategy also the communication source as well as the communication message play an important role, future research should take all three aspects of a communication strategy into account. Moreover, the questionnaire should be overworked so that the factors communication strategy and consumer skepticism do not load together any more when performing factor analysis. Additionally, the model should be focused again due to the fact that some relationships were shown to have a lower impact in the model than when focusing separately. Moreover, it might be of interest to differentiate fit into functional-based fit and image-based fit to analyze if different impacts in the model occur. Furthermore, future research should concentrate on the differentiation of the extrinsic motives because it was found the stakeholder-driven motives mostly had positive effects on consumer attitude whereas strategic-driven motives had negative or no effects. From a company perspective it might also be interesting to see how consumers mainly perceive intrinsic as well as stakeholder-driven motives and how to avoid that the consumers perceive strategic-driven motives.

6.4.2. Managerial implications

For companies this thesis gives an impression how the preferences and interests of Dutch consumers are regarding CSR. In general, Dutch companies should start engaging in CSR or, if they already do so, increase their engagement. Due to the fact that consumers saw companies most obligated in environmental topics and least obligated in social topics companies should engage more in environmental projects but, however, under the condition that these projects are fitting with the company. Nevertheless, also social topics were found to have a positive consumer attitude and to raise consumer interest. Hence, if a social project fits a lot better to a company, this shall be preferred rather than a not-fitting environmental project. Due to the fact that consumers also see themselves and the government in obligation, companies should think about starting cooperations or marketing projects together with the consumers and / or the government. Moreover, companies shall provide information about environmental and social topics because the consumers wish to get more information about these topics. To make sure that all consumers understand the information the company should not start from a too high information level. However, due to the fact that many consumers already know quite a lot about these topics also information for people with a higher knowledge level should be provided.

Moreover, this thesis showed how companies can communicate their CSR engagement more effectively to gain positive attitudes and consumer behaviors. Dutch companies can be advised to use a more reactive communication strategy. Moreover, as mentioned above, they should prefer to engage in a project fitting the company. Because Dutch consumers have a wish to get more information companies should think about communicating their CSR engagement in combination with providing information about environmental and / or social topics for their consumers. Furthermore, the company should try to reduce the perceived strategic-driven motives and try to increase their intrinsic motives. However, it is also positive to apply the stakeholder-driven part of the extrinsic motives.

Due to the fact that communication source and communication message also play an important role, companies should try to let most of their engagement be communicated via external sources. For that reason building up cooperations can be effective for CSR as a marketing tool. However, ideally this communication should mostly come voluntarily from the partner to preserve authenticity and to avoid making the message too commercial.

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Appendix

Appendix A

Duurzaamheid is overal. U wordt regelmatig opgeroepen om zuiniger te zijn met energie, water te besparen en om biologisch of Fair Trade te eten. Dit valt allemaal onder duurzaamheid. Het project 1.000.000 druppels wil mensen helpen duurzamer te worden. We laten zien dat dit niet betekent dat je dingen moet laten die je leuk vindt, of dat het moeilijk is. Ook laten we zien dat alle kleine beetjes die mensen thuis doen, daadwerkelijk helpen om een positief verschil te maken.

Met dit onderzoek willen we meten wat u vindt over duurzaamheid, wat u al doet en waar u nog behoefte aan heeft. Onder de inzenders verloten we een iPad2. Om kans te maken op de iPad2, vult u het eerste deel van de enquête in. Dit duurt ongeveer 10 minuten. Hierna krijgt u de vraag of u ook het tweede deel wilt invullen. Dit duurt ook ongeveer 10 minuten. Als u dit ook doet, maakt u dubbel zo veel kans op de iPad2.

Alvast hartelijk bedankt voor u medewerking.

- algemene CSR attitude
 - milieuattitude (rol van bedrijven):
 - Bedrijven hebben een plicht om bij te dragen aan een beter milieu.
 - Organisaties moeten proberen om bij het produceren zo weinig mogelijk bronnen (bijvoorbeeld energie of grondstoffen) te gebruiken.
 - Het is belangrijk dat bedrijven proberen hulpbronnen (energie of grondstoffen) in hun arbeidsproces te besparen wanneer mogelijk.
 - Wanneer mogelijk zouden producenten gebruik moeten maken van gerecyclede materialen.
 - milieuattitude (rol van consumenten):
 - Ik ben nieuwsgierig naar de (negatieve) consequenties voor het milieu van de producten die ik koop
 - Consumenten zouden vooral producten moeten kopen waarvan ze denken dat ze milieuvriendelijk zijn.
 - Ik wil weten in hoeverre de producten die ik koop schadelijk voor het milieu zijn.
 - Overmatig gebruik van natuurlijke grondstoffen is een ernstige bedreiging voor de gezondheid en het welzijn van toekomstige generaties.
 - milieuattitude (rol van de overheid):
 - De overheid is niet verantwoordelijk om bij te dragen aan een beter milieu.
 - De overheid is verantwoordelijk voor het reduceren van milieuverontreiniging.
 - sociale attitude (rol van bedrijven):
 - Bedrijven hebben de plicht om bij te dragen aan verbetering van de maatschappij.
 - Bedrijven besteden genoeg aandacht aan hun sociale verantwoordelijkheden.

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- Bedrijven moeten hun medewerkers aanmoedigen om aan sociale projecten deel te nemen.
- sociale attitude (rol van de consument):
 - Consumenten zouden alleen fair trade producten moeten kopen.
 - Ik ben geïnteresseerd in de maatschappelijke consequenties van de producten die ik koop
 - Consumenten zouden producten moeten kopen waarvan ze denken dat de mensen die ze hebben gemaakt een eerlijke prijs hebben gekregen voor hun werk.
 - Ik heb een voorkeur voor bedrijven die bijdragen die zich bezig houden met het werken aan sociale doelen.
- sociale attitude (rol van de overheid):
 - De overheid is verantwoordelijk voor een bijdrage aan een betere maatschappij.
 - Het is een taak van de overheid om ervoor te zorgen dat producten die op de markt komen op een verantwoorde manier zijn geproduceerd.
- Thema: energie
 - Ik weet hoe ik energie kan besparen.
 - Ik ben actief bezig met het besparen van energie.
 - Ik zou meer willen weten over methoden om energie te besparen.
- Thema: water
 - Ik weet hoe ik water kan besparen.
 - Ik ben actief bezig met het sparen van water.
 - Ik zou meer willen weten over methoden om water te besparen
-
- Thema: vervoer
 - Ik weet welke soorten van vervoer milieuvriendelijk zijn.
 - Ik gebruik alleen vervoeringsmiddelen die milieuvriendelijk zijn.
 - Ik zou meer willen weten over methoden om op een milieuvriendelijke manier te reizen.
- Thema: bio producten
 - Ik weet veel over biologische producten.
 - Als het even kan koop ik biologische producten.
 - Ik zou graag meer willen weten over biologische producten.
- Thema: fair trade
 - Ik weet veel over fair trade producten.
 - Wanneer ik producten koop kijk ik eerste of ze op een verantwoorde manier zijn geproduceerd
 - Ik zou graag meer willen weten over fart trade producten.
- Thema: vrijwilligerswerk
 - Ik ken de mogelijkheden om vrijwilligerswerk te gaan doen.
 - Ik doe vrijwilligerswerk.
 - Ik ben wil meer weten over vrijwilligerswerk.
- Wat is uw geslacht? (mannelijk – vrouwelijk)

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- Wat is uw leeftijd? _____
- Wat is het hoogst genoten onderwijs?
 - basisonderwijs
 - voortgezet onderwijs
 - middelbaar beroepsonderwijs
 - hoger beroepsonderwijs
 - wetenschappelijk onderwijs
 - Anders, nl
 - Wil ik niet zeggen
- Ik leef:
 - alleen, zonder kinderen
 - alleen, met kinderen
 - in een relatie, zonder kinderen
 - in een relatie, met kinderen
 - wil ik niet zeggen
- Hoe heeft u van dit onderzoek gehoord?
 - Via mijn werkgever, namelijk _____
 - Krant, tijdschrift, namelijk _____
 - Social Media (bv. Facebook)
 - vrienden/collega's
 - op Internet
 - anders, namelijk _____
 - weet niet meer
- Indien u kans wilt maken op de iPad2., vul hier nog uw email-adres in. Uw emailadres wordt alleen gebruikt om de winnaar bekend te maken en u op de hoogte te brengen van de resultaten van dit onderzoek. Het wordt **niet** aan derden ter beschikking gesteld.

Dit is het einde van deel 1 van dit onderzoek. U kunt dit onderzoek nu sluiten, u maakt nu al kans op de iPad2. Als u uw kansen wilt verdubbelen, vult u dan nog deel twee van dit onderzoek in.

Appendix B

Dit tweede deel van het onderzoek heeft tot doel om wetenschappelijk vast te stellen wat de gevolgen zijn van MVO activiteiten van organisaties en de communicatie erover. Ook hier krijgt u weer stellingen voorgeschoteld waarover u kunt aangeven in hoeverre u het ermee eens bent.

Dit tweede deel zal ongeveer 20 minuten van uw tijd kosten. Als u besluit om ook de deel in te vullen, helpt u niet alleen Masterstudent Korinna Schiefelbein bij haar onderzoek. U maakt ook dubbel zo veel kans op de iPad.

Deel 2 vragenlijst

Veel organisaties doen aan MVO (maatschappelijk verantwoord ondernemen). Dit betekent dat de organisatie zijn economische prestatie combineert met respect voor sociale aspecten, en aandacht voor het milieu. We willen met deze vragenlijst weten hoe u hier over denkt.

Geef steeds aan in hoeverre u het eens bent met de stellingen.

Ik ben goed bekend met MVO in het algemeen. (helemaal niet niet eens – helemaal eens)

In de lijst hieronder staan een aantal organisaties die zich bezig houden met MVO activiteiten. Bekijk deze lijst en kies hieruit 1 organisatie waar u het meest bekend mee bent. Zowel met de organisatie zelf als met haar MVO beleid.

De vragen en stellingen in de volgende delen van de vragenlijst hebben steeds betrekking op de organisatie die u hier kiest. Dus altijd als er staat geschreven “de organisatie” gaat het over de organisatie die u hier heeft gekozen. Voor het geval u geen van de organisaties en hun MVO activiteiten kent, kunt u ook bij het laatste punt een organisatie invoegen met wiens MVO activiteiten u bekend bent. [opmerking: deelnemers kunnen uit een van de 25 organisaties kiezen!]

1. E.on
2. The Body Shop
3. Shell
4. Pampers
5. Asito
6. Danone
7. IBM
8. Nestle
9. Microsoft
10. Tetra Pak
11. Unilever
12. ABN Amro
13. Achmea Holding N.V.
14. CocaCola Enterprises
15. Deloitte
16. Canon
17. Rabobank Nederland
18. Vitae
19. ASR Nederland

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20. Philadelphia
21. UWV
22. Philips
23. Bavaria
24. DELI XL
25. Andere: _____

- communicatiestrategie
 - o De organisatie communiceert op hoog niveau over haar sociale verantwoordelijkheid.
 - o De organisatie communiceert te weinig over haar MVO activiteiten.
 - o De organisatie communiceert te vaak over haar MVO activiteiten.
 - o De hoeveelheid MVO- informatie die de organisatie communiceert is te veel.
 - o De organisatie communiceert haar MVO activiteiten via verschillende kanalen.

- Scepsis ten opzichte van MVO communicatie
 - o De MVO-communicatie van de organisatie overdrijft de invloed die mijn keuze heeft op mijn andere mensen en het milieu.
 - o In het algemeen geeft de MVO-communicatie van de organisatie geen eerlijk beeld van de risico's die bepaald gedrag met zich meebrengen.
 - o De boodschap die de MVO-communicatie van de organisatie voorspiegelt, toont niet het leven zoals het in de realiteit is.
 - o De MVO-communicatie van de organisatie dramatiseert de waarschijnlijkheid dat andere lijden als een resultaat van het gedrag van een individu.
 - o De MVO-communicatie van de organisatie zijn niets anders dan morele verplichtingen.

- attitude ten opzicht van de organisatie:
 - o Naar mijn mening de organisatie is een social verantwoordelijk bedrijf.
 - o Ik denk dat de organisatie hoge ethische standaarden hanteert.
 - o Ik geloof dat de organisatie een rol in onze maatschappij speelt die verder gaat dan alleen de voordelen voor deze generatie.
 - o Naar mijn mening stelt de organisatie een deel van zijn winst ter beschikking om non-profit activiteiten te ondersteunen.
 - o Ik denk dat zich de organisatie zich bekommert om zijn klanten.
 - o Ik geloof dat de organisatie een milieuvriendelijk bedrijf is.
 - o Naar mijn mening ondersteunt de organisatie sociale doelen.

- relatie
 - o Het merk van de organisatie heeft een logische relatie met zijn MVO-communicatie.
 - o De MVO-communicatie is heel relevant voor de gebruikers van dit merk.
 - o De MVO-communicatie komt overeen met de kenmerken van dit merk
 - o De relatie tussen de MVO-communicatie en het merk van de organisatie is erg duidelijk.

- Motieven van de organisatie
- intrinsic motives:
 - o Waarden
 - Ik denk de organisatie een lange termijn visie heeft op de maatschappij.

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- Ik denk dat de organisatie gelooft in haar lange termijn visie op de maatschappij,
- Ik denk de organisatie probeert iets aan de maatschappij terug te geven.
- Ik denk dat de organisatie zijn sociale en milieumaatregelen neemt omdat ze dit zelf belangrijk vindt
- extrinsic motives:
 - Relaties met de omgeving
 - Ik denk de organisatie voelt dat haar klanten verwachten dat het sociaal verantwoordelijk is.
 - Ik denk de organisatie voelt dat de maatschappij in het algemeen verwacht dat het ecologisch en sociaal bijdraagt.
 - Ik denk de organisatie voelt dat zijn stakeholders verwachten dat het goede doelen ondersteunt.
 - De organisatie willigt vragen van goede doelen in, met als doel de samenwerking met de omgeving te verbeteren.
 - Het bedrijf vervult haar sociale verantwoordelijkheid, met als doel de samenwerking met de omgeving te verbeteren.
 - strategie
 - Ik denk de organisatie zal meer klanten krijgen doordat het dit initiatief ondersteunt.
 - Ik denk de organisatie meer klanten zal kunnen behouden doordat het dit initiatief ondersteunt.
 - Ik denk de organisatie hoopt dat het zijn winst kan verhogen doordat het dit initiatief ondersteunt.
 - De organisatie wil haar imago te verbeteren met als doel betere samenwerking met haar omgeving.
 - Ik denk dat de organisatie meer waarde hecht aan het verkopen van haar producten dan aan het belang van de maatschappij.
 - Ik denk dat de organisatie over zijn MVO acties communiceert omdat het mode is om dit te doen.
- Mond tot mond reclame
 - Ik zal het de naam van dit bedrijf heel zelden tegenover mijn vrienden noemen.
 - Ik zal dit bedrijf vrij vaak noemen in mijn familie.
 - Ik zal de naam van dit bedrijf niet bij mijn collega's noemen.
 - Ik zal meer mensen over dit bedrijf vertellen dan over de meeste andere bedrijven in dezelfde categorie.
 - Als ik anderen over dit bedrijf vertel zal ik over dit bedrijf veel details noemen
 - Als ik over dit bedrijf spreek, zal ik zelden meer over de organisatie vertellen dan alleen de naam.
- Mond tot mond over MVO
 - Ik ben van plan vaak met andere mensen over de MVO initiatieven van de organisatie te praten.
 - Ik zal vaker de MVO initiatieven van dit bedrijf dan die van andere bedrijven noemen.
 - Sinds ik over de MVO initiatieven van de organisatie heb gehoord zal ik haar MVO initiatieven vrij vaak noemen.
 - Ik ben van plan de CSR initiatieven van dit bedrijf vaak te noemen.
- Gedrag / koopintentie:
 - Ik ondersteun de producten of services van de organisatie.

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- Het is waarschijnlijk dat ik producten van dit bedrijf zal kopen.
- Ik wil graag producten van de organisatie kopen of haar diensten ondersteunen.
- Ik heb een voorkeur voor de producten van de organisatie boven die van andere bedrijven.
- Ik zou het leuk vinden als ik meer informatie kan krijgen over de producten of diensten van de organisatie.

Appendix C

Rotated Component Matrix		Component										
		1	2	3	4	5	6	7	8	9	10	11
[answer:21436]	communiceert op hoog niveau over haar sociale verantwoordelijkheid.											
[answer:21436]	communiceert te weinig over haar MVO activiteiten.	-0,625								0,666		
[answer:21436]	communiceert te vaak over haar MVO activiteiten.	-0,52								0,76		
[answer:21436]	De hoeveelheid MVO- informatie die [answer:21436] communiceert is te veel.		0,632									
[answer:21436]	communiceert haar MVO activiteiten via verschillende kanalen	-0,769										
[answer:21436]	De MVO-communicatie van [answer:21436] overdoordt de invloed die mijn keuze heeft op andere mensen en het milieu.	-0,742										
[answer:21436]	In het algemeen geeft de MVO-communicatie van [answer:21436] geen eerlijk beeld van de risico's die bepaald gedrag met zich meebrengen.	-0,733										
[answer:21436]	De boodschap die de MVO-communicatie van [answer:21436] voorspiegelt, toont niet het leven zoals het in de realiteit is.	-0,774										
[answer:21436]	De MVO-communicatie van [answer:21436] drammatiseert de waarschijnlijkheid dat andere mensen lijden als een resultaat van het gedrag van een individu.	-0,731										
[answer:21436]	De MVO-communicatie van [answer:21436] zijn niets anders dan morele verplichtingen											
[answer:21436]	In het algemeen ben ik positief over de MVO-communicatie van [answer:21436].			0,583								
[answer:21436]	Naar mijn mening is [answer:21436] een sociaal verantwoordelijk bedrijf.			0,698								
[answer:21436]	Ik denk dat [answer:21436] hoge ethische standaarden hanteert.			0,499								
[answer:21436]	Ik geloof dat [answer:21436] een rol in onze maatschappij speelt die verder gaat dan alleen de voordelen voor deze generatie.		0,408									
[answer:21436]	Naar mijn mening stelt [answer:21436] een deel van zijn winst ter beschikking om non-profit activiteiten te ondersteunen.			0,589								
[answer:21436]	Ik geloof dat [answer:21436] een milieuvriendelijk bedrijf is.		0,516									
[answer:21436]	Naar mijn mening ondersteunt [answer:21436] sociale doelen.			0,454								
[answer:21436]	Ik denk dat [answer:21436] zich bekommert om zijn klanten.			0,493								
[answer:21436]	Het merk van [answer:21436] heeft een logische relatie met zijn MVO-communicatie.					0,727						
[answer:21436]	De MVO-communicatie is heel relevant voor de gebruikers van dit merk.					0,684					0,568	
[answer:21436]	De MVO-communicatie komt overeen met de kenmerken van dit merk.					0,743					0,531	
[answer:21436]	De relatie tussen de MVO-communicatie en het merk van [answer:21436] is erg duidelijk.					0,746						
[answer:21436]	Ik denk [answer:21436] heeft een lange termijn visie op de maatschappij.		0,441									
[answer:21436]	Ik denk [answer:21436] gelooft in haar lange termijn visie op de maatschappij.			0,407								
[answer:21436]	Ik denk [answer:21436] probeert iets aan de maatschappij terug te geven.		0,688									
[answer:21436]	Ik denk [answer:21436] neemt sociale en milieumaatregelen omdat ze dat zelf belangrijk vindt.		0,759									
[answer:21436]	Ik denk [answer:21436] voelt dat haar klanten verwachten dat het sociaal verantwoordelijk is.		0,639									
[answer:21436]	Ik denk [answer:21436] voelt dat de maatschappij in het algemeen verwacht dat het ecologisch en sociaal bijdraagt.		0,558									
[answer:21436]	Ik denk [answer:21436] voelt dat zijn stakeholders verwachten dat het goede doelen ondersteunt.			0,591								
[answer:21436]	Ik denk [answer:21436] wiligt vragen van goede doelen in, met als doel de samenwerking met de omgeving te verbeteren.			0,629								
[answer:21436]	[answer:21436] vervult haar sociale verantwoordelijkheid, met als doel de samenwerking met de omgeving te verbeteren.											
[answer:21436]	Ik denk [answer:21436] zal meer klanten krijgen doordat het dit initiatief ondersteunt.											
[answer:21436]	Ik denk [answer:21436] zal meer klanten behouden doordat het dit initiatief ondersteunt.											
[answer:21436]	Ik denk [answer:21436] hoopt dat het zijn winst kan verhogen doordat het dit initiatief ondersteunt.											
[answer:21436]	[answer:21436] wil haar imago te verbeteren met als doel betere samenwerking met haar omgeving.	-0,584										
[answer:21436]	Ik denk dat [answer:21436] meer waarde hecht aan het verkopen van haar producten dan aan het belang van de maatschappij.	-0,705										
[answer:21436]	Ik denk dat [answer:21436] over zijn MVO acties communiceert omdat het mode is om dit te doen.	0,548										
[answer:21436]	Ik zal de naam van [answer:21436] heel zelden tegenover mijn vrienden noemen.											
[answer:21436]	Ik zal de naam van [answer:21436] vrij vaak noemen in mijn familie.											
[answer:21436]	Ik zal de naam van [answer:21436] niet bij mijn collega's noemen.											
[answer:21436]	Ik zal meer mensen over [answer:21436] vertellen dan over de meeste andere bedrijven in dezelfde categorie.											
[answer:21436]	Als ik anderen over [answer:21436] vertel zal ik over dit bedrijf veel details noemen.											
[answer:21436]	Als ik over [answer:21436] spreek, zal ik zelden meer over [answer:21436] vertellen dan alleen de naam.											
[answer:21436]	Ik ben van plan vaak met andere mensen over de MVO initiatieven van [answer:21436] te praten.											
[answer:21436]	Ik zal vaker de MVO initiatieven van [answer:21436] dan die van andere bedrijven noemen.											
[answer:21436]	Sinds ik over de MVO initiatieven van [answer:21436] heb gehoord zal ik haar MVO initiatieven vrij vaak noemen.											
[answer:21436]	Ik ondersteun de producten of services van [answer:21436].											
[answer:21436]	Het is waarschijnlijk dat ik producten van [answer:21436] zal kopen.											
[answer:21436]	Ik wil graag producten van [answer:21436] kopen of haar diensten ondersteunen.											
[answer:21436]	Ik heb een voorkeur voor de producten van [answer:21436] boven die van andere bedrijven.											
[answer:21436]	Ik zou het leuk vinden als ik meer informatie kan krijgen over de producten of diensten van [answer:21436].											