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# The influence of CSR (Corporate Social Responsibility) communication on brand perceived value and trust : The case of SME in the food industry

Jacqueline Martinez Boisselle

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# THÈSE

## Pour obtenir le grade de Docteur

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Présentée par **Jacqueline Boyselle**

L'influence de la communication RSE (Responsabilité Sociale des Entreprises) sur les perceptions de la valeur et la confiance : applications aux PME agroalimentaires.

The influence of CSR (Corporate Social Responsibility) communication on brand perceived value and trust: the case of SME in the food industry.

**Sous la direction de** Philippe Aurier

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# Abstract

Corporate Social Responsibility (CSR) has been studied by academics and business leaders. They have proven that consumers develop a positive attitude towards companies that behave in socially responsible ways. They also suggest that CSR communication is subject to consumer scepticism. This implies that organizations and brands, while communicating about their CSR activities, may face the risk to encounter consumers' disbelief (Boysselle et al., 2013). Additionally, in a context of global economic crisis, CSR effectiveness is also limited by consumers concerns regarding purchasing power; they may feel guilty or unable to pay for products coming from socially engaged companies, considered as "premium" and usually more expensive (Boysselle et al., 2013). Moreover, a large body of research on CSR communication discusses the effectiveness of multinational enterprises message. However, there is little research regarding CSR communication in the case of SME. The lack of empirical research on this situation is surprising, as perceived value and trust are considered by researchers a major antecedent for consumers brand loyalty (Holbrook, 1994, 1999; Frisou, 2000; Chaudhuri and Holbrook, 2001; Aurier, et al., 2001). The aim of this work is therefore to fill this gap and better understand the effects of socially responsible communication for SME, with a focus on its impact on consumers 'ethical and social perceived value and trust. In order to achieve this goal, a qualitative research was conducted with consumers and professionals. Based on a fictive food industry type SME, an experiment was carried out to measure the effectiveness of CSR communication. A set of four different magazine-like adverts were designed and used as stimuli for the experiment. Each of them was used to deliver a specific message: environmental, social, environmental + social, and control. These messages were sent to a heterogeneous group of consumers (n=645). Results, retrieved through an online survey, reveal that SME should primarily focus their CSR communication on delivering environmentally engaged messages. This message not only is more effective on consumers' ethical and social value perception but also on consumers' trust. Surprisingly, in contrast to former research, neither skepticism nor consumer's purchasing power concern moderates the impact of CSR communications on perceived value and trust. This

research adds to the literature on CSR communication and answers to the call of professionals of SME's in the food industry regarding a more effective design of their CSR communication strategy.

**Key Words:** CSR communication, perceived value, trust, SME, scepticism, purchasing power concern.

## Résumé

La Responsabilité Sociale des Entreprises (RSE) a été étudié par de nombreux chercheurs et professionnels du monde de l'entreprise ; ces travaux montrent que les consommateurs adoptent une attitude plus positive envers les entreprises qui agissent de manière responsable. Cependant, ils suggèrent également que les consommateurs restent encore sceptiques aux argumentaires développés par les entreprises sur leur responsabilité sociale et donc qu'une méfiance est instaurée envers les marques (Boysselle et al, 2013). Cela implique, que les entreprises doivent veiller à ce que leur communication n'éveille pas des sentiments négatifs. Par ailleurs et conséquemment aux effets de la crise économique mondiale, les consommateurs se préoccupent de plus en plus de leur pouvoir d'achat. Dès lors, ils peuvent estimer de pas avoir les moyens de payer leurs produits provenant des entreprises engagées (Boysselle et al, 2013). Ces résultats sont issus principalement de travaux portant sur la communication des grandes entreprises. Néanmoins, aucun n'étudie spécifiquement les effets sur les consommateurs de la communication sociale des Petites et Moyennes Entreprises (PME), en terme de valeur perçue de la marque et de confiance. Or, les PME présentent un grand intérêt de recherche, tant au niveau national qu'international.

Aussi, l'absence de résultats empiriques sur la valeur perçue est surprenante compte tenu du fait qu'elle est considérée comme un antécédent naturel à la fidélité (Holbrook, 1994, 1999 ; Sirieix and Dubois, 1999 ; Frisou, 2000 ; Chaudhuri and Holbrook, 2001; Aurier, et al, 2001). De ce fait, ce travail se propose de combler ce manque théorique et empirique en proposant de mieux comprendre les effets des discours socialement responsables des entreprises sur deux dimensions de la valeur perçue : la valeur sociale et la valeur éthique. De plus, l'étude s'intéressera à la confiance des consommateurs. L'objectif est de mieux

comprendre : « Quelle est l'influence de la communication RSE sur la valeur perçue et la confiance des consommateurs envers les marques ? » Pour ce faire, le choix d'un visuel de magazine d'une marque fictive agroalimentaire a été réalisé. En effet, a été considéré comme stimuli et canal de communication pour l'expérimentation. L'objectif était d'évaluer l'impact de la communication d'une PME impliquée dans une démarche responsable sur la valeur perçue et la confiance du consommateur. Un questionnaire en ligne auprès de 645 consommateurs a été mis en place pour tester quatre messages responsables (les messages portaient sur la dimension environnementale, sociale, sociale + environnementale, et un message de contrôle). Les résultats montrent l'intérêt pour les PME de communiquer prioritairement aux consommateurs des messages portant sur la dimension environnementale. Les résultats suggèrent que le message environnemental non seulement est plus efficace sur les valeurs éthique et sociale mais engendre également une confiance accrue des consommateurs envers la marque. De plus, cet impact positif suggère qu'il n'est pas modéré ni par le scepticisme du consommateur ni par sa préoccupation concernant son pouvoir d'achat. L'originalité de la recherche réside dans la prise en compte de la théorie de la valeur perçue dans une perspective de communication responsable. Enfin, la conceptualisation et l'étude de l'impact de ce genre d'argumentaire permettent de développer une façon plus efficace pour les PME de communiquer leurs engagements responsables aux consommateurs.

**Mots Clés :** Communication RSE, valeur perçue, confiance, PME, scepticisme, préoccupation du pouvoir d'achat.



*« L'Université n'entend donner aucune approbation ni improbation aux opinions émises dans cette thèse ; ces opinions doivent être considérées comme propres à leur auteur. »*



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*“It is not the strongest of the species that survives, or the most intelligent, but the one most responsive to change”.*

Charles Darwin



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# General introduction

## **The evolution of the market economy**

During the first half of the twentieth century, companies have been understood as commercial entities that focus only on economic success. This business vision could have been influenced by major economic and political events such; as the great depression, one of the longest lasting economic downturns in the history, and World Wars, both devastating episodes in human history. These incidents may have placed consumers in an economic scarcity situation, which have weakened enterprises and prevented them for economic growth and stability. As a result, fighting for economic survival became a corporation's priority. Moreover, the second half of the twentieth century was marked by the collapse of communist economies, the recuperation of consumer's household budget, and an open door to private enterprises, enabling markets to fulfill society's consumption needs. Consumers witnessed more technological and scientific progress than for all the other centuries combined since the beginning of civilization. For example, in 1961, researchers in the automotive domain predicted that cars would be directed alone without the need of a driver (Popular science archive explorer, 1967). Today, this prediction is a reality. In fact, drivers would be able to read a book or even work while the car drives it. German companies such as, Audi, BMW, and Daimler are finishing this project with the help of Nokia in order to buy mapping software for more than 2.7 billion dollars. For example, Google or even Apple, report building their cars supported by their hires of a robotic car industry called Chrysler.<sup>1</sup>

## **The effects of consumerism during this century**

The technological and digital revolution comes with an intensity of consumption and production. As a result, social and environmental impacts of economic activities and particular consumption and production systems become more apparent and fierce.

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<sup>1</sup> <http://www.popsci.com/audi-bmw-daimler-enter-autonomous-car-race>

Therefore, new sustainability issues will be the combat for the twenty -first century. For example, according to the reporting during 2004 of the well-known NGO<sup>2</sup> World Wide Foundation (WWF) declared that: “In the United Kingdom, France and Germany, we’d need 3 planets to sustain our current rate of consumption. The US would need 6”. Also, Barr et al (2006) declare *“the second half of the century had resulted in a substantial and largely irreversible loss in the diversity of life on Earth and that gains in human well-being and economic development have been achieved at growing costs in the form of the degradation of many ecosystem services...and the exacerbation of poverty for some groups of people.”* Evidence of this, is provided by Belz and Peattie (2012) who discuss that some of the challenges for this century are related, for example to some of the following factors:

**Population:** it has doubled since 1960 by passing the 7 billion mark (WHO, 2000)

**Poverty:** constituting three billion people living on less than 1, 5 euro per day and 30,000 child deaths daily being directly attributed to poverty (UNICEF, 1999)

**Health:** curable diseases such as tuberculosis and malaria still account for a large number of deaths in poor countries, whereas in contrast, in developed countries issues such as obesity are replacing the prime cause of illness (WHO, 2000)

Ecosystem damage: 60% of world ecosystem activities and services have been destroyed and the species extinction is running at between 100 and 1000 times the natural rate (World Resource Institute, 2005)

Climate change: is among the largest consequence of environmental and social issues. For example, due to the growth of greenhouse gas emissions and its capacity to raise average global temperatures on earth, it causes a strong impact, related to distribution and availability of water supplies and food production system and the loss of species that cannot adapt or live into fragile ecosystems. (World Resource Institute, 2005)

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<sup>2</sup> [http://www.wwf.org.uk/filelibrary/pdf/let\\_them\\_eat\\_cake\\_abridged.pdf](http://www.wwf.org.uk/filelibrary/pdf/let_them_eat_cake_abridged.pdf)

## Towards a more responsible consumption

In response to these kinds of environmental and social issues, the spread of anti-globalization movements and a climate towards socially responsible behavior has been growing among businesses, organizations and citizens. Today, consumers have increased their interest in their own well-being and in their family's desire to become more responsible consumers. Also, public awareness campaigns, by organizations such as worldwide foundation have sensitized people to the social and environmental global problems, and thus it has triggered a concern about sustainability issues by most consumers. For example, according to the French inquiries made by CREDOC<sup>3</sup> (2011), 60% of the population has already heard about responsible enterprises through the media, family or friends. The figure 1 below, show how the organization of World Wide Foundation (WWF)<sup>4</sup> promote an image of two green lungs made of trees. One of the lungs is already destroyed. The environmental message delivered is as follows: *“We have to protect Mother Earth and let her breathe before it is too late”*.



*Figure 1 - Environmental awareness campaign by WWF*

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<sup>3</sup> CREDOC : stands for « Centre de recherches et de documentation sur la consommation » It's mission is essentially to study all forms of consumption in France.

<sup>4</sup> World Wide Foundation: is the leading organization in wildlife conservation. Their aim is to conserve and reduce threats to the nature diversity.

Before, consumers considered that an organization simply should avoid environmental or social damage. Today, times have changed, and they demand that the organization engages into socially responsible activities. According to Epstein- Reeves (2015), more than 88% of American consumers think organizations should try to achieve their business aims while improving society and environment. Also, 83% of consumers think companies should support charities and ONG's with financial donations.

### **The answer of the enterprise toward consumer's new expectations**

Consumer expectations of corporate ethical behavior made enterprises change the way they do business as a new social, environmental and economic issues require new responses (Dunphy et al., 2003). It has become widely accepted that sustainability issues are considered strategic to take advantage of many business opportunities. As a result, Corporate Social Responsibility (CSR) is a useful tool for organizations to engage in environmental and social projects. In fact, enterprises use the practice of CSR communication in order to communicate their engagements in the form of messages with an environmental or social content. This communication helps to shape consumer's understanding about the corporation's goals in order to improve society's wellbeing. For example, CSR communication can be delivered through environmentally responsible messages describing organizations activities such as neutralizing their carbon footprint or socially responsible messages such as taking actions concerning employment, business practices, society wellbeing etc. According to Battacharya and Sen (2010), engaging in Corporate Social Responsibility (CSR) activities, companies will not only generate positive stakeholder attitudes and better support behaviors (e.g. purchasing, seeking employment, investing in the company), but also in the long run, improve their corporate image, strengthen stakeholder relationships, and enhance stakeholder advocacy behaviors. Also, a growing body of research, shows that a company's positive record of CSR communication can lead to loyalty, and in some cases, can turn consumers into brand ambassadors who may be willing to even pay higher prices to support the company's social and environmental programs (Sen, and Bhattacharya, 2001; Greening and Turban ,2000). The trend of implementing CSR programs in companies over the last few years has been

extremely positive. For example, in 1977 less than half of the companies that appeared in the well-known Fortune Magazine<sup>5</sup> had adopted CSR activities, and by 1990, close to 90% of Fortune 500 firms as well. Today, 100% of Fortune corporations find it to be as an essential element of their mission statement (Boli and Hartsuiker, 2001). In fact, expenses for CSR have become the third largest budget item for corporate communication departments in multinational corporations (Hutton et al., 2001). Also, half of the European SMEs (small and medium enterprises), are involved, to different degrees, in external socially responsible activities. For example, sports, cultural and health/welfare activities (European SME's and Social and Environmental Responsibility report from the European Union report, 2002). Most of them focus their CSR activities at a local level. The main reason behind this involvement is related to "ethical reasons", where ethical considerations are especially relevant for the smallest enterprises. There are about three quarters of the European SME's involved in socially responsible activities that are able to identify business benefits derived from them (Spence,1999). These benefits include among others an improvement of consumer loyalty and better relations with the general community/public authorities.

### **The challenges for enterprises with CSR communication**

Researchers agree that reducing stakeholder's scepticism remains a critical step for companies to build consumer awareness and maximize their business benefits (Elena Bueble, 2008). Some consumers think that while enterprises use a CSR communication as a marketing tool strategy, they are only acting in self- interest, to improve their image and revenue rather than for the society wellbeing. Consumers' perception is that they use a misleading communication such as "greenwashing".

Also, enterprises witness a strong phenomenon that is an obstacle for product purchasing: "consumer's purchasing power concern". A variety of factors contribute to purchasing power: property, income, social benefits, and other current transfers. As a result, when

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<sup>5</sup> Fortune Magazine: it is a magazine published by Times Inc. It is well known for the Fortune 500 a ranking of companies measured by their revenue worldwide.

those factors decrease, a consumer's perception about their current saving capacity is not very optimistic. In France, this phenomenon was not only a perception but a reality for the last ten years. According to some figures from the French National Statistics Institute in 2010, the purchasing power of household stagnated -0.1% after a slight increase of +0.6% in 2009, and a decline of -0.3% in 2008, while from 2001 to 2006, the average increase was stronger +1.3% per year. Therefore, French consumers' main concern recently was their purchasing power (CREDOC, 2008). Also, results from a survey conducted during 2011 by Via Voice from Les Echos, showed that 57% of French consumers believed their purchasing power would decrease for the next months, and 35% of respondents reported they were ready to "lose some purchasing power to reduce debts and deficits". In addition, the strong media effects on consumers related to this issue seemed to suggest a strategic proposal for the presidential election campaign of Nicolas Sarkozy during 2012. In fact, he promised his electors to be the "president of purchasing power". Moreover, the concept around "purchasing power concern" prompted some retailers to change and transform their positioning and slogans. For example, Auchan supermarket, changed its slogan from "Et vous la vie vous la vivez comment" (and you how do you live your life?) to "Vivons mieux, vivons moins cher" (live better, live cheaper). Also, E Leclerc supermarket adopted a slogan that makes reference to protect consumers' purchasing power. E. Leclerc "défend votre pouvoir d'achat" or Intermarché supermarket "Tous unis contre la vie chère" (All together against an expensive life).

Finally, according to a French organization called "Mes courses pour la planète" in order to preserve their purchasing power during the economic crisis, consumers decreased the hyper-consumption or reduced the unnecessary and sophisticated products<sup>6</sup>. Therefore, products from enterprises with CSR activities have the perception to be more expensive as environmental and social engagements may increase the final price product as a result of a payback on corporate investment (Boysselle et al., 2013). For example:

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<sup>6</sup> [www.mescoursespourlaplanete.com](http://www.mescoursespourlaplanete.com)

- Environmental enhancement and protection during their production and distribution processes.
- Higher standards for their employees (higher salaries, avoiding health risks, more family time etc.).
- Generating more employment and assuring a fair and sufficient income to producers or suppliers.

The context that has just been described and the analysis of the theory concerning these issues have led this work to the formulation of the problematic of this doctoral research described in the following section.

### **Research Questions**

Believing that CSR communication has a positive impact on consumer's value perception we would like to understand into what extent, value perception appears as a component regarding CSR communication. The following research questions, will guide the study by testing the significant relationship between these two concepts. Therefore, the major research question will be the following:

#### **Does CSR communication have a positive influence on brand perceived value?**

The aim of this study is to indicate support for the relevance of CSR communication in the process of two different sources of value: social and ethical. The evaluation of CSR messages (environmental, social and social + environmental) will give us evidence of which of them had a better impact on consumer value perception. The following research questions will also be addressed for the proposed study:

#### **To what extent does CSR communication have a positive impact on trust? Is it enhanced through the mediation of perceived value?**

Swann and Chumpitaz (2008) describe CSR as a signal of trustworthiness that strengthens an organization regarding the wellbeing of consumers. Also, these findings support previous research from (Lapeyre, 2008; Kang and Hustvedt, 2014) who empirically validate the positive link between CSR communication and trust. Also an empirical research study

shows that consumers' brand relationship quality is given by the accumulation of positive brand evaluations (Aurier et al., 2004). Therefore, a positive perceived value may enhance consumer-brand relationship toward an enterprise with CSR communication through trust. Simultaneously, another research question is address as follows:

**How does the moderator variable of scepticism modify the impact between the relationship of CSR communications, perceived value and trust?**

Even when empirical research shows that CSR activities enhance positive effects on reputation and purchase intentions, other studies show that consumers don't find enterprises CSR communication congruent, honest and clear in relation to their real business actions. Therefore, consumers are sceptic about their engagements. In fact, they search for real intentions and motivations of a corporation CSR activities. Finally the last question is as follow:

**How does the moderator variable of purchasing power concern modifies the impact between the relationship of CSR communication, perceive value and trust?**

Empirical results have shown that certain consumers find a high price as an economic obstacle to buy sustainable products in the food industry (Bertrandias and Lapeyre, 2009). For instance, the study of these researchers gave empirical evidence that consumers feel unable to buy sustainable products due to a limited household budget, even when they are motivated to buy them. As a result, they name this feeling "purchasing power concern". Consequently, the aim of our research is to find to what extent purchasing power concern will be an obstacle for consumer's positive perceive value related to products from a corporation with a CSR communication.

**Academic interest**

Although, Corporate Social Responsibility (CSR) has been a widely researched topic (Bowen, 1953; Carroll, 1979; Wood, 1991), the focus of its attention is the obligations of the firm towards stakeholders or society and not specifically on consumers. Recently, some researchers have been trying to join approaches regarding to CSR and marketing together.

Evidence of this, is provided by Maignan and Ferrell (2004) that introduce a conceptualization of CSR by stressing its potential contribution in the marketing field. Therefore, this study contributes to strength CSR literature avenue with the marketing and communication field.

In addition, empirical research has found that CSR communication enhance brand equity (Hoeffler and Keller, 2002; Keller, 2003; Parguel, 2007), increase consumer loyalty (Carvalho et al., 2010), motivate consumers' willingness to switch the brand (Yoon, et al., 2006), augment purchase intentions (Becker-Olsen and Hill, 2006), trigger consumer's willingness to pay higher prices (Bhate and Lawler, 1997) enhance business image and reputation (Zairi, 2000) enhance brand legitimacy and trust (Lapeyre, 2008), or even may cause a negative impact between CSR and financial performance (Aupperle et al,1985; Posner and Schmidt,1992). However, there is virtually no research linking CSR communication and perceived value, even though this is a natural antecedent of consumers brand equity and loyalty. As a result, this study is important as it may help to close this gap in the literature. Also, it will integrate these two concepts as an essential contribution for a strategic avenue for CSR communication research and perceived value literature in the case of SME's.

Finally, there is a debate in the communication literature regarding what would be the most suitable and effective message for a communication campaign (Burnett and Dollar, 1989). Therefore, considering that the message plays a key role in the communication literature, the design of a persuasive CSR message by the identification of two sources of value: social and ethical, will enhance brand perceived value which is also considered an interesting contribution for this domain of research.

### **Managerial interest**

Marketing has traditionally been seen as part of the consumption, pollution, and waste problem in society (Danciu, 2013). However, it can also be part of a sustainable solution. In fact, supplying and communicating products and services, respecting social and environmental limits and common values, may stimulate sustainable consumers demand.

Fostering brand perceived experiential values in the communication strategy may encourage socially responsible consumption patterns. Therefore, the exploration of different CSR messages in a perceived value perspective, collaborate with this aim.

In addition, a vast majority of research on CSR communication discuss the effectiveness of message content and the efficiency on communication channels, within the case of multinational enterprises (Battachayra et al., 2004) but there is little research to help business and managers in how to approach the complexity of CSR communication within the case of SME's (Jenkins, 2004; European Union SME reporting, 2011). For example, the observatory of SME's for the European Union declares that today, SME's are strongly involved with their local communities and are more powerful than large enterprises on the health stability and prosperity of the local communities in which they operate. (Vyakarnam et al., 1997). Also, they are more willing than ever to communicate their CSR engagements and activities. However, because of their size and economic concerns, SME don't have the time or the resources to hire experts in marketing to assist them (Spence, 1999). As a result, considering that the message plays a key role in the communication strategy, the design of a persuasive CSR communication by the identification of two sources of value (ethical and social) will enhance their brand perceived value.

# Dissertation organization

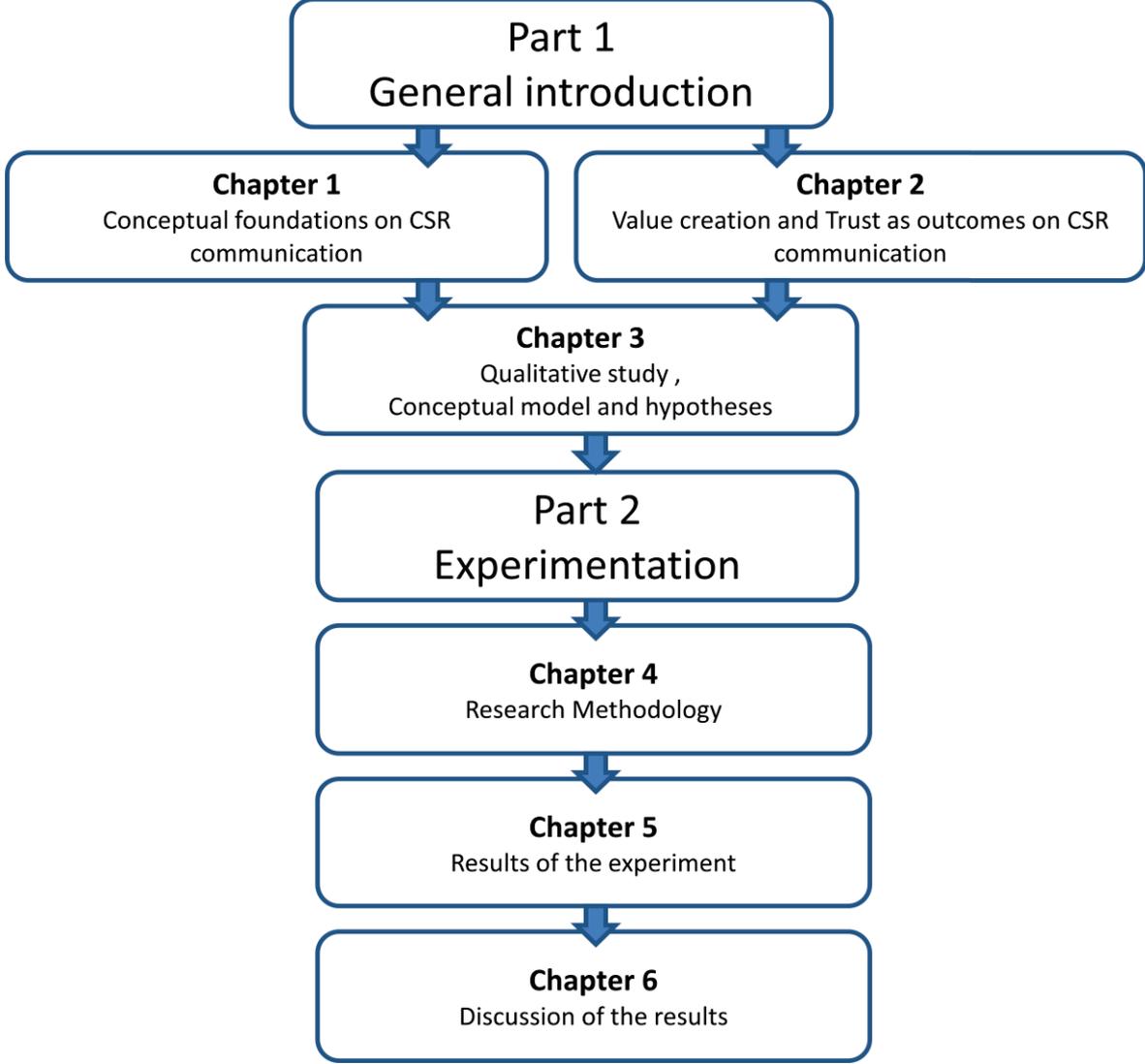


Figure 2 - Organization of the Dissertation



**Chapter I:** This chapter covers the background of Corporate Social Responsibility (CSR), its influence on SME's and its relevance regarding the food industry. Also, how the communication theory and CSR blend together to create a recent and powerful marketing strategy: "CSR communication" which describes how organizations, deliver through a message their responsible environmental and social activities in order to enhance their image and therefore obtain consumer awareness. This chapter will also describe how the strategy of CSR communication can be part of the brand positioning and illustrate how the concept and the design of a product will have always an opportunity to integrate socially responsible attributes. Finally, it presents the risks of disbelief and scepticism among consumers in relation to this communication strategy.

**Chapter II:** This chapter provides a comprehensive literature review of perceived value and trust. Firstly, it presents the background of the fundamental concepts of perceived value theory, different definitions and approaches such as the cognitive and experiential, or global value theories are presented and a comparison of these typologies. Secondly, trust is presented through their different definitions and dimensions. Also, the effect of trust on organizations, consumers and communication is discussed.

**Chapter III:** In this chapter, results related to the qualitative research are described. We conducted a phase of semi-directed individual interviews with ten consumers and six professionals. The aim of this methodological process is to gain familiarity with the concept of CSR, CSR communication and acquire new insights about respondent's value perception in relation with this sort of communication. The main aim of the qualitative study was to enrich the conclusions of the literature review in order to produce a set of hypotheses and build a conceptual model.

**Chapter IV:** This chapter gives guidance on the steps taken into consideration for the experimental design used to test the research hypotheses. Also, it discusses the statistical methodology appropriate to the study's design and considers the sampling and scale measurement requirements.

**Chapter V:** This section of the study will attempt to confirm or contradict the research hypotheses in relation to the impact of CSR communication on perceived value, trust and the moderation effect of scepticism and purchasing power concern. It employs methods of data analysis to analyze the research problem. Individual analysis for each research problematic was developed.

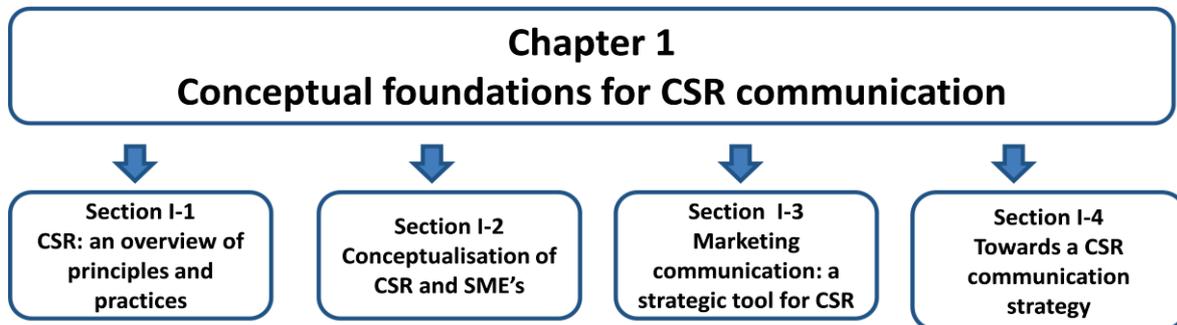
**Chapter VI:** In this final chapter of the thesis, the research findings were compared with those in the existing literature. After a comprehensive discussion of all the findings, final conclusions to the research problem were drawn. Theoretical and managerial contributions from this study were also identified. Finally, implications for future research directions were also discussed.

# Part 1

The aim of this part of the study presents an overview about the key concepts of this thesis: CSR communication, perceived value and trust. Empirical results regarding consumer positive outcomes towards CSR communications and the deep understanding of the literature about CSR communication, perceived value theory and trust, provides guidance to a theoretical framework and the identification of the gap that this research intends to fill. Moreover, the design of a theoretical framework emerges from the understanding of the literature review and the results from the qualitative study of consumers and professionals, which show that consumers have a positive perception of enterprises with CSR activities through two sources of value: ethical and social.

However, we found some obstacles for a positive perception of CSR communication that appear from the literature and the qualitative study: scepticism and purchasing power concern. Finally, this step of the study, leads also to the statement of a set of research hypotheses.

# **Chapter 1: Conceptual foundations of CSR communication**



*Figure 3 - Organization of Chapter I*

# Introduction

Nowadays, organizations are under pressure in order to show responsible business practices. This situation has led to a greater number of corporations, including SME's to be engaged across a range of socially responsible activities (economic, environmental and social). As a result, corporation challenges require effective communication with the aim to secure their business reputation vis-à-vis their consumers. Furthermore, with the aim to improve their image and their market opportunities, they need to communicate these responsible activities internally and externally towards their stakeholders.

*As a result, the aim of this chapter would be to define, evaluate and clarify the concept of CSR, and learn how this concept arises into the form of CSR communication.*

The first part of the chapter begins by introducing an overview about the different CSR definitions and selected frameworks from the academic literature. Also, it offers an analysis concerning the relevance of CSR in SME's and the food industry, which are two key elements for the study. The second part of the chapter, offers an overview about how the communication theory can be blend to CSR to form a new form of marketing strategy: CSR communication. This chapter concludes defining and describing CSR communication, and its channels. Also, its effects on brand positioning and consumer attitudes and behavior.

## **Section I-1 Corporate Social responsibility: an overview of principles and practices**

### **I-1.1 Stakeholder theory approach to CSR (Corporate Social Responsibility)**

The stakeholder theory has been critical to helping CSR scholars identify and specify the social obligations of business (Parmar et al., 2010). A large body of research was using stakeholder ideas and terminology (Wood, 1991) and also have favored a stakeholder approach when examining CSR. Moreover, the stakeholder theory offered a new way to organize thinking about organizational responsibilities and is related to deliver values and moral principles to the organizational management in order to be successful (Simmons, 2004).

The definition of stakeholder by Freeman (2008, p25) is “any group or individual who may affect or be affected by the obtainment of the company’s goals.” In fact, the literature in management identifies that the theory of social responsibility of the firm can be seen in two completely different ways: (1) A point of view whose business only purpose is to maximize economic value for shareholders (Freeman, 1984); (2) A more ethical point of view, where stakeholders collaborate, defeat and solve conflicts together for the corporation and for the society (Caroll, 1989). As a whole, this theory describes how the firm should be seen as a nexus of actors called “stakeholders”.

Freeman (2008 p.165) assert that *“The key idea about capitalism is that the entrepreneur or manager creates value by capturing the jointness of the interests (of stakeholders). Yes, sometimes the interests are in conflict, but over time must be shaped in the same direction”*. That is to say that these actors are willing to collaborate in organization activities by common interests in order to enhance the corporate goals.

Longo et al., (2005) identify the demands of key stakeholders regarding the creation value by the business, resulting in a classification as seen in the table 1 below.

Stakeholder's category	Stakeholder's business expectations
Employees	Health and safety work, development of workers' skills, wellbeing and satisfaction of worker quality of work, social equity
Suppliers	Partnerships between ordering company and supplier
Consumers	Product quality, safety of consumer during use of product, consumer protection, transparency of consumer product information
Community	Creation of added value to the community, environmental safety and production

*Table 1 - The classification of stakeholder expectations by Longo et al., (2005)*

Also, a very well-known research about stakeholders is from Berle and Means (1932, 1967). They found the consequences about that the ownership and control being separated. Their implications about their research on *"The modern corporation and private property"* state that voting rights for all shareholders should be transparent and with a better accountability, as there is a disparity between those who did have shareholdings and those who did not. Another study from Uhlener et al., (2004), also used a stakeholder approach, defining CSR effectiveness "as the ability to satisfy a wide range of constituents within outside organizations". Moreover, Papasolomou et al., (2005) assert in their research, that a stakeholder will always affect or are affected by business organizations and therefore can be seen as imposing on them different responsibilities. They identify six groups of stakeholders and describe their relevant CSR actions vis-a-vis each category with the enterprise as shown in table 2.

Stakeholder's category	Actions vis-a-vis key stakeholders
Employees	<ul style="list-style-type: none"> <li>-Provides a family friendly work environment</li> <li>-Engages in responsible human resource management</li> <li>-Provides an equitable reward and wage system for employees</li> <li>-Engages in open and flexible communication with employees</li> <li>-Invests in employee development</li> <li>-Encourages freedom of speech and promotes employee rights to speak up and report their concerns at work</li> <li>-Provides child care support/paternity/maternity leave in addition to what is expected by law</li> <li>-Engages in employment diversity in hiring and promoting women, ethnic minorities and the physically handicapped</li> <li>-Promotes a dignified and fair treatment of all employees</li> </ul>
Consumers	<ul style="list-style-type: none"> <li>-Respects the rights of consumers</li> <li>-Offers quality products and services</li> <li>-Provides information that is truthful, honest and useful</li> <li>-Products and services provided are safe and fit with their intended use</li> <li>-Avoids false and misleading advertising</li> <li>-Discloses all substantial risks associated with product or service</li> <li>-Avoids sales promotions that are deceptive/manipulative</li> <li>-Avoids manipulating the availability of a product for purpose of exploitation</li> <li>-Avoids engagement in price fixing</li> </ul>
Community	<ul style="list-style-type: none"> <li>-Fosters reciprocal relationships between the corporation and community</li> <li>-Invests in communities in which corporation operates</li> </ul>

	-Launches community development activities -Encourages employee participation in community projects
Investors	-Strives for a competitive return on investment
Suppliers	-Engages in fair trading transactions with suppliers
Environment	-Demonstrates a commitment to sustainable development -Demonstrates a commitment to the environment

*Table 2 - Classification of stakeholder expectations by Papasolomou et al., (2005)*

Finally, according to Maignan and Ferrell (2004) the stakeholders can be regrouped into four main categories: organizational (e.g., employees, consumers, shareholders, suppliers) community (e.g., local residents, special interest groups) and regulatory (e.g., municipalities, regulatory systems and media stakeholders). This study will be focused in the stakeholder category of “consumers”. This choice can be justified because for marketing, reaching consumers through its communication strategy is a key goal (Kotler and Mindal, 1978). As a result, consumer’s expectations for transparent and true communication are in the interest of this research. After showing a brief description of a stakeholder approach, a more exhaustive CSR literature review will be developed.

**I-1.2 Different schools of thoughts for CSR**

According to Lewis (1976), CSR had its first antecedents in 1917 with Henry Ford in the state of Michigan. He indicated that the company’s mission was to: “do as much as possible for everybody concerned, to make money and use it... and incidentally to make money... Business is a service not a bonanza”. It was not until the 1950’s and 1970’s that CSR found its renaissance with Bowen (1953, p 76), who was named: “The Father of Corporate Social Responsibility”. Bowen’s main question was: “*What responsibilities to society may businessmen reasonably be expected to assume?*” Thereafter, he defines CSR as a need for enterprises “*to pursue those policies, to make those decisions, or to follow*

*those lines of action which are desirable in terms of objectives and values of our society*". Consequently, he published, in 1953 the first book about CSR called "Social responsibilities of the Businessmen". Also, he was quoted in Fortune Magazine (1953) saying: "*Businessmen are responsible for the consequences of their actions in a sphere somewhat wider than that covered by the theory profit-and loss*". In contrast, Milton Friedman (1970, p 28) said that "*the only responsibility of firms was profit maximization and that public preferences combined with democratic empowerment implied that governments, and not firms, should manage externalities and provide public goods*". The different scholarly perceptions of government and corporation responsibility for society became a classical dichotomy between states and markets (Kitzmueller and Schimshack, 2012). As CSR seem to take the place of the government task to correct the market failure in terms of social and environmental inherent issues.

Also, business ethics literature postulate that the interests of managers or directors may drive CSR and may do so at the expense of wealth creation (Jensen, 2002). For example, Becker (1993), assert that enterprises that merge the profit motive with a true nonprofits consideration ( including CSR) can only thrive in a competitive environment "*if they are able to attract employees and consumers that also value these other corporate goals*". Finally, Clarkson (1995) and a large body of research, argue that business are not responsible toward society in its totality, otherwise the obligation is too broad and less effective for the CSR management, but only for their direct and indirect stakeholders contributing to the firms' activity.

### **I-1.3 Definitions for CSR**

A variety of formal definitions of CSR began to come out after Bowen's work in the 1970's. However, definitions on the CSR literature are characterized by being inconsistent and broad (Brown and Dacin, 1997; Lichtenstein et al, 2004; Maignan, 2001). Brown and Dacin (1997 p.87) define CSR as "*A firm's status and activities with respect to its perceived societal obligations*". Also, Lichtenstein et al., (2004, p.130) define CSR as "*The obligations of the firm to society*". Moreover, Mc Williams and Seigel (2001, p.45)

definition is *“the fulfilment of responsibilities beyond those dictated by markets or laws”*. A notable contribution in the listing of definitions includes the work by Carroll (1979, 1999) who states: *“The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time”* (Carroll, 1991). Moreover, The European Commission (2002) defines Corporate Social Responsibility as: *“A concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis”*. For the purpose of this research, the definition of CSR provided by the European Commission (cited by Piercy and Lane, 2009) will be retained. This definition seems to fit perfect on this research as it combines social and environmental concerns within strategic business operations including consumers. The following table 3 displays some of the definitions of CSR from Dahlsrud (2008) collected with the frequency counts from Google.

Source	Definition	Frequency count
Commission of the European Communities 2001	A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.	286
World Business Council for Sustainable Development, 1999	The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life	180
Khoury et al., 1999	Corporate social responsibility is the overall relationship of the corporation with all of its stakeholders. These include consumers, employees, communities, owners/investors, government, suppliers and competitors. Elements of social responsibility include investment in community outreach, employee relations, creation and maintenance of employment, environmental	48

	stewardship and financial performance.	
Hopkins, 1998	Corporate social responsibility is concerned with treating the stakeholders of the firm ethically or in a socially responsible manner. Stakeholders exist both within a firm and outside. Consequently, behaving socially responsibly will increase the human development of stakeholders both within and outside the corporation	21
Ethics in Action Awards, 2003	CSR is a term describing a company's obligation to be accountable to all of its stakeholders in all its operations and activities. Socially responsible companies consider the full scope of their impact on communities and the environment when making decisions, balancing the needs of stakeholders with their need to make a profit	17
Jones, 1980	CSR is defined as the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law or union contract, indicating that a stake may go beyond mere ownership	15
Marsden, 2001	Corporate social responsibility (CSR) is about the core behavior of companies and the responsibility for their total impact on the societies in which they operate. CSR is not an optional add-on nor is it an act of philanthropy. A socially responsible corporation is one that runs a profitable business that takes account of all the positive and negative environmental, social and economic effects it has on society	11
Mc Williams and Siegel, 2001	Actions that appear to further some social good, beyond the interests of the firm and that which is required by law	10
Ethical Performance, 2003	At its best, CSR is defined as the responsibility of a company for the totality of its impact, with a need to embed society's values into its core operations as	8

	well as into its treatment of its social and physical environment. Responsibility is accepted as encompassing a spectrum - from the running of a profitable business to the health and safety of staff and the impact on the societies in which a company operates	
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*Table 3 - Definitions of CSR and their frequency adopted by Dahlsrud (2008)*

Also, according to European Union (2003), in Europe a variety of other related definitions of CSR exist, and they are often related to CSR as shown in table 4 below.

Concepts related to CSR	Definition
Corporate Responsibility	Generally meaning a broad entrepreneurial sustainability, often equated to CSR.
Corporate Sustainability	The alignment of an organization's products and services with stakeholder expectations, thereby adding economic, environmental and social value.
Corporate Governance	The focusing on business management and the leading institutions of an enterprise.
Corporate Citizenship (CC)	The civilian engagement of enterprises and, therefore, focusing more specifically than CSR (which also takes into account the company internal dimension, e.g. employees) on external dimensions including different instruments such as Corporate Giving, Social Sponsoring, Cause Related Marketing, Corporate Foundations or Corporate Volunteering.
Responsible Entrepreneurship	A concept put forward by the United Nations which recognizes the businesses' role for the accomplishment of sustainable development and that companies can manage their operations in

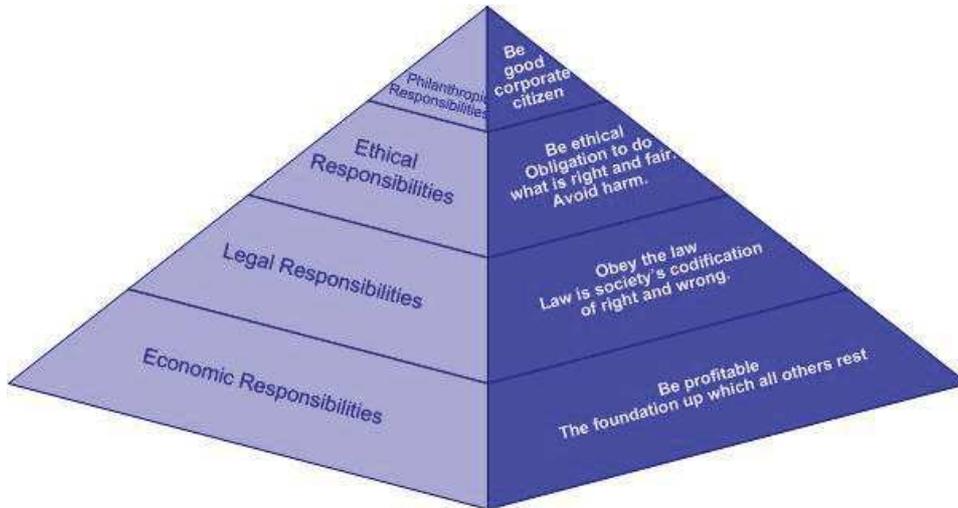
	such a way as to enhance economic growth and increase competitiveness while on a voluntary basis ensuring environmental protection and promoting social responsibility.
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*Table 4 - Definitions of other concepts related to CSR adopted by (Consolidated European Report, 2007)*

In the aim to define the concept of CSR, researchers and organizations reveal two basic conceptual dimensions: First, CSR is manifesting an observable and measurable behavior or output. These outputs are usually described as corporate social or environmental performance. Second, these engagements usually go beyond the legal requirements of the relevant markets. This argument reflects the Maslow Pyramid in the sense that only when basic needs are fulfilled, people start worrying about more indirect ones such as environmental and ethical firm's behavior. In fact, Kitzmueller and Schimshack, (2012) noted that these social or environmental goods do not always physically affect consumers, but rather are feeding through via intrinsic, reputational concerns.

### **I-1.4 Dimensions of CSR**

Carroll's contribution to the CSR dimension category has been the most accurate. He suggests that organizations have the criterion that need to be fulfilled, just as people do. He suggests that, even though the components are not mutually exclusive, it helps the manager to see that different types of obligations are in constant tension with one another. The figure 3 above, shows that companies should still fulfil economic goals, but then need to take higher levels of responsibility. For example, first obeying a legal environment, followed by the moral and ethical guidelines of the society and finally managing discretionary responsibilities through philanthropic activities. The classic pyramid model from Carroll (1979) is shown below (Figure 4).



Carroll's CSR Pyramid

Figure 4 - Carroll's Pyramid Model (Carroll, 1979)

Moreover, Aupperle (1984) utilized Carroll's pyramid and tested its four categories with a 20-item questionnaire. Consequently, Carroll obtained acceptance from a large number of researchers such as: Miles (1987); Ullman, (1985); Freeman (1984); Warwick and Cochran (1985), and Wood (1991). Furthermore, Carroll, (1979) defined three domains for CSR: including: corporate social responsibilities, corporate social responsiveness, and social issues. These three domains were updated by Freeman (1984) with his stakeholder theory perspective and Warwick and Cochran, (1985) into a CSP (Corporate Social Performance) framework of principles, processes, and policies. They argued that the component of social responsibility should be thought of as principles, the component of responsiveness should be thought of as processes, and the component of social issues should be thought as policies. Finally, Wood (1991) reformulated previous work by taking the main domains from Carroll: economic, legal, ethical, and discretionary, and by identifying how they are related to the CSR principles of social legitimacy (institutional level), public responsibility (organizational level) and managerial discretion (individual level) as shown in the table 5 below.

PRINCIPLES OF SOCIAL RESPONSIBILITY	PROCESSES OF SOCIAL RESPONSIVENESS	OUTCOMES & IMPACTS OF PERFORMANCE
<b>Legitimacy:</b> businesses that abuse the power society grants them will lose that power.	<b>Environmental Scanning:</b> Gather the information needed to understand and analyze the firm's social, political, legal, and ethical environments.	Effects on people and organizations.
<b>Public Responsibility:</b> Businesses are responsible for outcomes related to their primary and secondary areas of involvement with society.	<b>Stakeholder Management:</b> Active and constructive engagement in relationships with stakeholders.	Effects on the natural and physical environments.
<b>Managerial Discretion:</b> Managers and other employees are moral actors and have a duty to exercise discretion toward socially responsible, ethical outcomes.	<b>Issues/Public Affairs Management:</b> A set of processes that allow a company to identify, analyze, and act on the social or political issues that may affect it significantly.	Effects on social systems and institutions.

*Table 5 - Wood's (2010) Model of Corporate Social Performance*

Finally, the European Union Commission (2000) stresses external and internal activities for CSR activities. Firstly, the internal dimensions include: human resources management, health and safety at work, adaptation to change, management of environmental impacts and natural resources. Secondly, the external dimensions include: local communities, business partners, suppliers and consumers, human rights, global environmental concerns. It is important to say, that programs of sustainable development and the three pillars: economic, environmental and social are considered by the European Commission as an integral part for the concept of CSR: "The CSR concept is strongly linked with the 'triple bottom line of

sustainability approach, whose main idea is to become sustainable through financial security, minimization of its negative environmental impacts and an adequate behavior in conformity with societal expectations”.

### **I-1.5 International CSR**

The institutional challenges inherent in globalization have implications for CSR. For example, according to United Nations multinationals a growth from 37,000 to 60,000 during the period between 1990 and 2001. Also, foreign affiliates increased from 170,000 to 800,000 over the same period. However CSR in an international context is related to important questions. For example, the role of corporations and social systems in different parts of the world like in Europe or America are different. One argument put forward is that in France the social responsibility is mainly a concern for the state, and enterprises should act according to strict legal requirements, while in United States there is a minimum concern from the government system related to social responsibility. Therefore, businesses are allowed to have more freedom at social legal requirements.

Moreover, the concept of CSR may have more impact in countries like United States as it is seen as a key competitive advantage. What it means is, providing employees with social security in U.S. is seen as an advantage, as they go beyond legal requirements, whereas for France it is an employer’s obligation and is not seen as a factor of differentiation (Bueble, 2008). Therefore, there is an important role of NGO’s in globalizing economy with CSR and the development policy implications of CSR ( institutions, supply chain, firm locations etc) in order to acknowledge positive CSR bottom line effects in organizations such as, risk reduction, competitive advantage, enhancement of reputation, employee motivations. For example, the well-known scandal of Nike related to child labor allegations in Southeast Asia being Nike a well-known sports shoe manufacturer in U.S.

## **I-1.6 Forms and types of CSR activities**

CSR adopts a variety of different activities, and for enterprises is unrealistic to cover all of them. Therefore (Kramer et al., 2005) classify these activities in four main groups:

- Compliance: Managing business operations to create societal benefits in conformance with legal standards
- Best practices: Managing business operations to create additional societal benefits due to the motivation of the owner or the expectations of society.
- Innovation: Development of new products or services that offer societal benefits as specific part of the consumer value proposition.
- Voluntary support: Voluntary contribution of money, time, products or services that either acts of good citizenship that do not address elements of the competitive context, or contextual investments that strength the future competitiveness of the company or industry.

However, the European Union give a more common classification of CSR activities that constitutes:

- Market: These business activities include responsible supply chain management, activities to improve the quality or safety of production, innovation, fair pricing or ethical advertising.
- Employees: Many CSR activities focus on the main internal stakeholders, “the employees” and deal with the improvement of working conditions, pay and benefit of job creation, work/life balance, equal opportunities and diversity, job satisfaction, training and staff development, responsible and fair remuneration, health and safety and labor rights.
- Society: The main aspects of community involvement are social integration, education, healthcare, quality of life (sports/culture), economic regeneration and employment, local infrastructure as well as security including a variety of forms of

voluntary engagement (such as cash or in kind donations, services provided free of charge or volunteering)

- Environment: CSR activities in the field of the protection of the environment and sustainable development focus on an efficient use of resources and the reduction systems, eco-design tools, eco-labels or cleaner production techniques and technologies.

These varieties of CSR categories are the ones adopted for this study, as they are not only relevant for multinationals but are also relevant for CSR activities of SME's. However the implementation of those activities will depend on the size of them.

## **Section I-2 Conceptualization of CSR and SME's**

### **I-2.1 SME's: The field of application**

The field of application of the present research is in small and medium enterprises (SME's). Jenkins (2004) assert that there is a large research about the impact of CSR on multinationals, but not enough research between CSR and SME's, whereas they play a key role in the economic, political and social development in the world. For the last two decades, small and medium-sized enterprises (SME's) have been shown to be important numerically and economically to a country. In fact, they form 90% of the worldwide population of businesses, and employ more than 50% of all labor in the private sector (UNIDO, 2002). As a result, despite their limited size, their societal impact is often important. For example, governments and public authorities in Europe are more than ever increasing the pressure on SMEs in order to reinforce the importance of ethical codes of conduct and the engagement on CSR programs.

### **I-2.2 Size matters on SME's**

The term of SME small and medium-sized enterprises, is a group of business, ranging from a single artisan working at their home place to a more sophisticated software-producing firms. Some countries, base the definition of SMEs on the number of employees, or it can

combine the number of employees and turnover for legal and statistical purposes (Linder, 2005). An SME is evaluated by their mode of operation and organizational procedure, and by their tangible financial measures (Meredith, 1994). They are considered to be more risky than multinationals (Brigham and Smith, 1975) resulting in higher failure rates (Cochran, 1981). In comparison from larger enterprises, they don't have as trained staff as larger enterprises and have short-range management perspective (Welsh and White, 1981). Also, SME use to have a smaller management teams who are strongly influenced by the owner's personal values (Bolton, 1971). They show not only the economic, but also the cultural and social characteristics of a country.

According to Udayasankar (2008), due to their smaller scale of operations, SME's have fewer resources and are less likely to participate in Corporate Social Responsibility (CSR) initiatives. In addition, conventional approaches to CSR research, take for granted that large companies are the norm for this program (Jenkins, 2004) and tend to be more visible and are likely to be more socially responsive (Udayasankar,2008). However, SMEs need to survive and be profitable, so contributing to local economy and employing people takes the majority of their time and resources. As a result, the engagement to CSR activities seems to be a large obstacle for them (Jenkins, 2004).

### **I-2.3 SME's are also engaged in CSR activities**

Recent research shows that there is some growth in the engagement of SMEs in the CSR agenda (Jenkins, 2004). In fact, according to the French Minister of Labor in 2013, more than 50% of French companies with more than 50 employees are involved in some form of CSR activity. SME's perceive that they do have a responsibility to society and are involved in CSR activities such as: contributing with communities, ensuring employee quality of life and protecting the environment. Moreover, from an active perspective, SMEs use CSR in order to find new possibilities of business (Porter and Kramer, 2006) and seems to be more a practice than a strategy (Nielsen and Thomsen, 2008).

The variation of participation of SME's on CSR can vary depending on their political, field contexts, the characteristics of the owner-managers and others close to them (Spence 2007). For example, Spence (2004) finds that SME, like garages, are more committed to community issues than are informatics SME, as members of the former, are consumers, employees and neighbors who are closer to the business. Also, Jenkins (2006) found that printing manufacturing and engineering SME's with more environmental impacts are more likely to have a strategic approach to environmental management, whereas, service firms are more likely to have a CSR program. Spence (2007) asserts the impact of other people in the way the owner management participate in CSR activities such as their spouses, children of firms' members, previous employees or colleagues on the SME's commitment to social issues. However, according to Hunt (2000) they have a lack of knowledge about their daily activities related to their engagement in social activities. As Burns (2001) assert, the key for understanding how a particular small business goes about management and why and how decisions are made is to understand the personality of the owner-manager. All the SME's are driven by the moral values and principles of the owner managers, which at the same time define each company's approach to CSR (Jenkins, 2004).

Business ethics cannot be disconnected from the rest of the world (Hunt, 2000). The local business community culture is so strong that personal values developed in youth are displayed by the values of the community (Brown and King, 1982). However, an entrepreneur still has the discretion to manage the business in a personalized way overlooking standard constraints like economic and legal requirements. Finally, Suman, (2011) made a listing seen in the table 6 below with the major authors in this area and their findings in relation to the factors motivating SME's participation in CSR.

Author/ Year	Findings on SMEs' motivation to participate in CSR
Mankelow (2003)	Long-term survival, increase employee morale, marketing, consumer support, consumer loyalty, business reputation, altruism, character/values of owner, recognition, expectations of community, etc.
Castka et al., (2003)	Business profitability, ethical operation.
Spence and Schmidpeter (2003)	Gaining community support, long-term survival, business reputation, access to information, marketing.
Spence et al., (2003)	Philanthropic, character/ values of the owner, business reputation, long-term survival, creating network.
Fuller and Tian (2006)	Business reputation, meeting stakeholder (mainly internal) expectations.
Murillo and Lozano (2006)	Character/values of the owner, social/ economic model of manager, competitive impact, innovation possibilities, basis for differentiation, legal regulation, vision/ mission of the company in its statue.
Jenkins (2006)	Philanthropic, competitive impact, access to resources (employees), moral and ethical reasons, business image, increase employee morale.

*Table 6 - Motivations of CSR in SME adopted from Suman, (2011)*

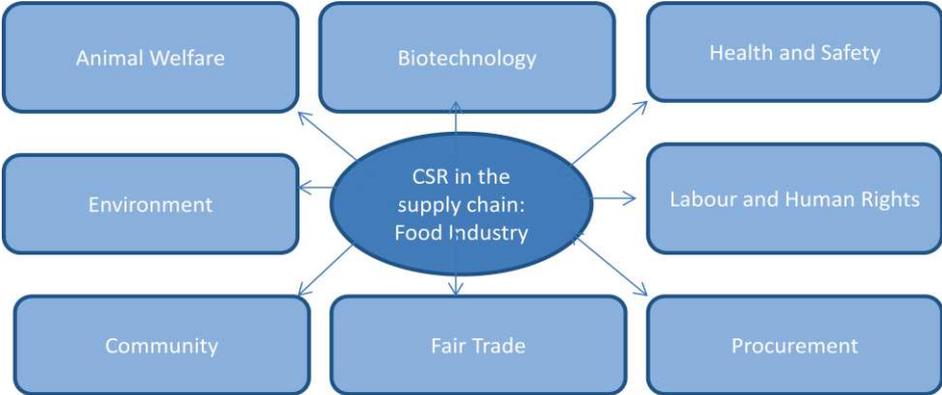
We can see from the table 5 above that the variety of intentions for CSR in SMEs range from philanthropic to strategic and include both building social capital and fulfill the demands of the stakeholders.

### **I-2.4 CSR in the food industry: the case of SME's**

The food industry is the biggest sector in France and 90% of food companies are SME. As a result, this sector is one of the biggest employers. Also, it has been shown that

sustainable development programs in SME in the food category rest important (European Commission, 2000).

Consumers have lost trust in the food system, and this has resulted among other things, in the adoption of quality management, certification systems and transparency on the agenda (John et al., 2004). In fact, recent scandals and the perception of consumers regarding the agribusiness is increasingly critical risk-conscious (Haddock, 2005). For instance, the use of genetically modified organisms (GMOs), animal welfare, or pesticide residues, are the media most debated topics at the moment by being considered as unethical for society (Heyder and Theuvsen, 2009). As a result, legitimacy is considered a resource that guarantees the survival of an enterprise in the long run. In line with this statement, Maloni and Brown (2006) developed a comprehensive framework to describe the operational and strategic link between the concept of CSR (Corporate Social Responsibility) and the food supply chain; it consists of eight categories: animal welfare, biotechnology, environment, fair trade, health, safety, labor and human rights shown in figure 5 below:



Maloni and Brown , 2006

Figure 5 - Dimensions of CSR in the Food Supply Chain

Additionally, Harman (2011) asserts that CSR is highly relevant in the food industry as it has both a strong impact and also a dependency on the economy, the environment and on society. On the other hand, organizations such as “FAO” The Food Agriculture

Organization for United Nations<sup>7</sup>, supports small farmers and show them green practices of agricultural processing. Also, French agriculture institutions like The National Institute of Agronomic Research (INRA)<sup>8</sup> has launched a project named “The CROC project” in order to act against the market exclusion of small producers and support local agribusinesses. The project aim is to build transparent and fair networks between producers and consumers, allowing producers to increase their margins, get better revenue, and allowing consumers, even with a low budget, to have access to quality, local and seasonal products. According to Temri and Forth (2009), the SMEs in the food category perceived the sustainable development practices, as time and costly constraints, resulting in important organizational changes that do not bring expected benefits in return. However, external pressure from stakeholders (suppliers, distributors, consumers) or governmental regulations raise the awareness among small agribusiness enterprises to sustainable development issues.

## **Section I-3 Marketing communication: a strategic tool for CSR communication**

Today, CSR communication has gained greater importance in the market place. The aim of this kind of communication is crucial as it has the role of the formation of ethical corporate perception in consumers (Balmer et al., 2007). For example, Hutton et al., (2001) declare that CSR communication expenses have increased and they are the third- largest budget item for corporate communication departments in large companies. In this section, we intend to clarify how the marketing communication can merge into CSR communication which is the interest of this research.

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<sup>7</sup> FAO stands for Food and agriculture Organization of the United Nations. This organization’s main aim is to achieve food security for developing countries. <http://www.fao.org/about/en/>

<sup>8</sup> INRA stands for Institut national de la recherche agronomique. It is a public scientific institute dedicated to scientific studies concerning agriculture.

### I-3.1 Marketing communication: the development and process for consumer's transmission

Kotler and Keller (2009, p 45) define marketing communication as “the means by which firms attempt to inform, persuade, and remind consumers-directly, or indirectly-about the products and brands that they sell”. In fact, it is the process to transmit, receive, and process information (Kenneth et al., 2010). The most common representation of this process in marketing communication is the one of Shannon and Weaver (1949). This process consists of sending a creative/ informative/ persuasive message, and transforming it into an attention-getting message for it to reach an audience on one or more receiver's senses, through a variety of communication tools (Kenneth and Baak, 2010).

Laswell (1948) associates five different questions to this model: (1) who say the message, (2) what is the message about, (3) how is the message sent, (4) to whom, (5) which is the effect of the message. Nevertheless, there are certain barriers for the audience like the “noise” which is negative factor for the communication process (e.g. incorrect grammar, inflammatory words, words that do not match with body language etc.). Finally, feedback is a key factor which is very useful for managers with the aim to take corrective action to clarify a misunderstood message or noise (Bovee and Thill, 1992). Figure 6 below displays the traditional communication process from Shannon and Weaver (1949) and adapted from Kenneth and Baak (2010).

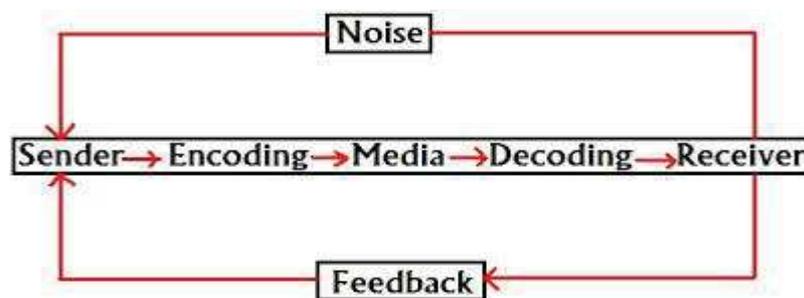


Figure 6 - The communication Process adopted from Clow and Baak, (2010)

However, in the communication strategy, the choice of the communication channel plays a key role in the message efficiency. These messages are delivered by a large variety of media. Today the number of ways to contact consumers has grown.

### **I-3.2 Marketing communication channels**

Nowadays, marketing has expanded their traditional communication tools such as TV, radio, magazines, billboards, newspapers and radio to newer methods of communication. For example, internet technology has evolved from a simple web- page to add interactive sites, including blogs, and popular social networking such as Facebook, YouTube, Pinterest etc.

New smart phone technologies have created an entirely new world of text- message and image systems such as WhatsApp, Instagram which is nearly a new language and most used connection system between young consumers. Also, there is an explosive development of alternative media such as buzz marketing, viral marketing or guerrilla marketing.

Companies are decreasing the budget on traditional media commercials and are going to nontraditional or alternative media (Clow and Baak, 2010). For example, the brand Jhonson & Jhonson, a leader manufacturer of baby products has shifted about twenty percent of its marketing budget to nontraditional or alternative media (Clow and Back, 2010). According to (Bovee and Thill, 1992) young American consumers with considerable purchasing power are less inclined to watch television. They are more likely to adopt technologically based interactions with friends around the world. These tools have recently been increasingly used by marketing managers to battle competitors and get the attention to more complex consumers in a fast changing technological environment which also requires interacting with consumers. Moreover, IMC “Integrated Marketing communication” is considered to be a more powerful communication process as it also includes the coordination and integration of all marketing communication tools, avenues

and sources in an organization to maximize the impact toward stakeholders (Kenneth et al., 2010) as seen in table 7.



*Table 7 - Integrated Marketing Communication adopted by (Clow and Back, 2010).*

Finally, in order to be more efficient, marketing managers reposition the organization and its offerings to a specific target audience (Burnett and Dollar, 1989). The main challenge for them is to know how to shift through a monumental amount of information and statistics, ideas, messages and putting them in to a clear and efficient message to the right target market (Bovee and Thill, 1992).

### **I-3.3 Marketing communication: a strategic marketing tool to develop a strong brand**

One of the main objectives of marketing communication is to strength the brand in order to fight towards a fierce and competitive market place (King, 1991 cited in Parguel, 2006). According to Doyle (1990), a strong brand is a precious active in the enterprise that creates consumer value. It makes consumer's purchase decision easier as it reduces time and risk (Swait et al., 1993). Also, it is easier to develop new line extensions on new categories successfully (Barwise, 1993). Another aim of the marketing communication is to find methods to engage and interact to their consumers through effective communication channels, with clear messages.

### **I-3.4 Persuasive role of Marketing Communication**

More than ever, the importance of understanding how persuasive messages work is critical. According to Kilbourne (1999 p.58), “ *the average American citizen is exposed to at least three thousand ads every day and will spend three years of his life watching television commercials*”.

Simmons, (1976) define persuasion as “*human communication that is designed to influence others by modifying their beliefs, values, or attitudes*”. Theories in persuasion involve changes in attitude, which is defined as “*relatively enduring predisposition to respond favorably or unfavorably toward something*”. Moreover, a large body of research agrees that communication and relationship marketing is a key aspect of relationship development. In fact it is a prerequisite for building trust among exchange partners (Anderson and Narus, 1990). The quality and sharing of information influence the success of relationships (Mohr and Spekman, 1994). Thereafter, a careful design of communication means and forms may play an important role in the relationship process (Anderson, 2001).

Marketing communication has been traditionally identified as a persuasive marketing tool, which consists in a primarily one-way communication mode (Waterschoot and Van den Bulte, 1992). Nevertheless, in marketing relationship, communications role is other than only one-way persuasion. In fact, its role is to inform, listen and answer, which requires the interaction of a two- way communication form (Duncan and Moriarty, 1998). This is why the traditional model of marketing communication as one-way information transfer process which involves an active sender and a passive receiver are seen as obsolete in the relationship marketing literature.

The aim to build brand awareness depends on the formation of trust so communicative actions are central to this process (Waterschoot and Van den Bulte, 1992). In this sense, communication marketing persuasion through the rhetorical philosophy is in harmony with this aim. This philosophy takes into account the art of persuading or influencing people through the use of language and argumentation (logos). Also, it needs the prior

understanding of the conversation brand personality (ethos). Finally, is the understanding of the dialogue brand intentions and feelings (pathos). All these elements together form the context that enables consumers to be persuaded. (Hallén and Sanstrom, 1991).

### I-3.5 Theories of persuasion in marketing communication

#### Hierarchy of Effects Theory

The model of hierarchy of effects is among the first persuasive communication models to be developed in 1898 (Malaval and Décaudin, 2005) and it is among the most taught models today (Derbaix and Grégory, 2004). This model helps to clarify the aim of an advertising campaign. The model suggests six steps: 1-Awareness, 2-Knowledge, 3-Liking, 4-Preference, 5-Conviction, and 6-Choice. One step succeeds the other one. A consumer will spend a period of time at each step before moving to the next one. However this sequence has been criticized by Scholten (1996), because it is possible that these steps are not always the road taken by consumers. Also, this model of persuasion studies the attitudes and attitudinal changes, including the following concepts:

**Cognitive (learn):** which is the person’s mental images, understanding, and interpretation of the person object or issue.

**Affective (feel):** which is the component that contains the feelings or emotions a person has about the object, topic, or idea.

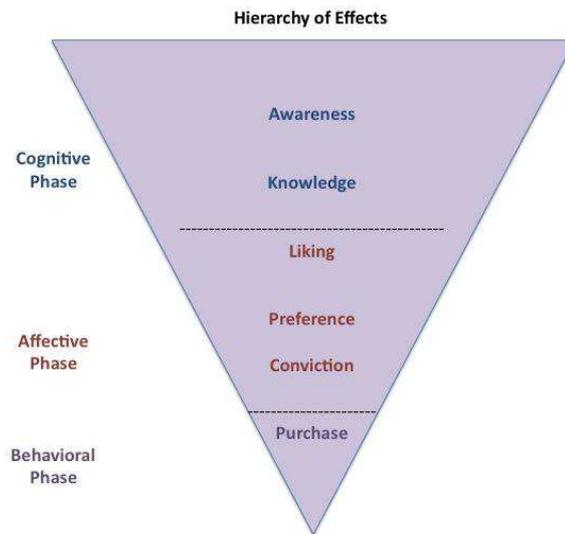
**Conative (do):** This is the component about consumer’s intentions, actions, or behavior.

According to Derbaix and Grégory (2004). The most common sequence that takes place when an attitude form is a following (Figure 7):



*Figure 7 - The most common sequence of the hierarchy of effects model*

An integrative model regarding the interaction with the main aims of the hierarchy of effects model with the consumer attitude outcomes is shown in the following figure 8.



*Figure 8 - Hierarchy of effects model adopted from Derbaix and Grégory, (2004)*

## **Means-Ends Theory**

Another very well-known persuasion theory is called the Means- End Theory from Gutman (1982). This theory presents a framework use to create promotional messages and has been also proposed as a component in the advertising strategy called “MECCAS” framework (Olson and Reynolds, 1983). This approach suggests that an advertisement invite consumers to a desired end state for the product (Reynolds and Gutman, 1984). The purpose of means-end chain is to start a process which leads consumers to believe that using the product will help them to reach one of their personal values. (Reynolds and Craddock, 1988). The MECCAS model suggests using five elements in creating ads:

- The products attribute
- Consumer benefits
- Leverage points
- Personal values
- The executional framework

For example, to illustrate the MECCAS approach moves, we can consider analyzing a Fair-trade coffee.

The product attribute: is the quality of the coffee grains.

The consumer benefit: is the exquisite flavor issue from coffee producing countries like Colombia or Brazil.

The leverage point: is the linking of products benefit to those of personal values, such as the collaboration for a fair payment to coffee farmers in developing countries.

The executional framework: could be the picture of the Colombian coffee farmer surrounded by his family or other farmers surrounded by their coffee plantation such as in figure 9 shown below.



Figure 9 - Fair Trade coffee advertising

Source: <http://www.ciatnews.cgiar.org/2009/10/13/fair-trade-coffee-study-causes-a-stir/>

Finally, Mulveey et al., (1994 p, 57), suggest that “*knowledge of perceived self- relevance is useful in many marketing applications. For example, an advertising implementing these*

*theories by communicating an entire chain of meaning or hierarchy effects, rather than isolated facts and concepts, are likely to be more effective.”*

In line of what the literature in communication marketing had postulated later, Weder (2008) assert, that communication management in its essence is “*responsibility management*’, as CSR comprises responsibility management through communication as well as communication of responsible action.

## **Section I-4 Towards a CSR communication strategy**

### **I-4.1 Corporate Communication**

In this section, we will shed light of the importance of corporate communication for the development of CSR communication. This communication is considered as the voice of an organization (Fill, 1999). Therefore when the enterprise wants to adopt a sustainability model into their management strategy, then the internal corporate communication is relevant for the process (Golf, 2001).

Corporate communication is defined by Blamer and Gray (2000) as “*all communicative actions of organizational members that contribute to the goal definition and implementation in as the process through stakeholders perceive business image and reputation*”. A large body of research asserts that this communication is divided into internal and external corporate communication. With the objective of having an effective external communication, it is important to ensure a clear and effective internal communication towards employees, who are key players in the process of delivering the message with higher congruence to external stakeholders (Fill, 1999).

The corporate communication is in the service to tie an organization and its stakeholders within the network in which they interact together. It is an ideal process through which stakeholders perceive the organization’s image and reputation that are formed through the

interpretation of the identity signs of its business mission and vision (Blamer and Gray, 2000). Golf (2001), assert, that the manner in which an organization communicates, is related to the style of management and the type of organization. In fact, different modes of running an organization are linked with particular systems of communication.

According to Blamer and Gray (2000), this kind of communication, may have different purposes such as:

- To obtain and transfer information from the environment (external communication).
- To absorb environmental values into company strategy and culture (internal communication).
- To harmonize activities within the company (internal communication).
- To communicate company strategy (both internal and external communication).
- To establish alliances and loyalties (both external and internal communication).

Also, Cornelissen (2008, p 123) lists three main recommendations for an efficient performance on corporate communications.

- Organizations should consolidate and centralize communication disciplines in a central department.
- Organizations should locate the communication department within the organizational hierarchy with easy access to decision-makers.
- Organizations need to implement cross-functional coordination mechanisms between the communication department and other departments across the organization.

#### **I-4.2 Integration of CSR in corporate communication**

French regulations through the Article 225 of the Grenelle II law, is forcing enterprises to publish more and more information on the social and environmental impacts of their

activities and their social commitments. Therefore, Corporate Social Responsibility (CSR), is seen as a functional instrument to meet this requirements (Brønn, 2004). Also, the Boston College Center for Corporate Citizenship<sup>9</sup> (2009) reveals the emerging of exclusive departments for CSR activities in companies. Therefore, there is an increase in the formalization of CSR in organizations, which make important the coordination of CSR activities in specialized communication departments. For example, evidence of this is the implementation of a norm that recognizes organization's efforts in the CSR domain. This standard has been launched by ISO<sup>10</sup>, and delivered by AFNOR<sup>11</sup> in France. The aim of this norm is to provide voluntary guidance on social responsibility for both kinds of enterprises public or private. The definition of ISO 26000 is: “a standard that will add value to existing initiatives for social responsibility by providing harmonized, globally relevant guidance based on international consensus among expert representatives of the main stakeholder group and so encourage the implementation of best practices in social responsibility worldwide”. Figure 10 presents the image of this standard.



*Figure 10 - Standard ISO 26000*

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<sup>9</sup> Boston College Center for Corporate Citizenship : <https://ccc.bc.edu/index.cfm?pageId=490>

<sup>10</sup> <http://www.iso.org/iso/fr/home/standards/iso26000.htm>

<sup>11</sup> Afnor is a group of international service able to deliver standardization, certification, industry press and training all over the world.

Pollach et al., (2010) conducted a study towards 1000 European enterprises listed in the magazine Forbes<sup>12</sup> from 14 different countries. They found that for 53 % of them, CSR is managed most frequently by CSR departments. These departments can be also called as sustainable development, sustainability, environmental affairs, social compliance etc. Moreover, for 15 % of the enterprises the communication departments are taking care of CSR activities and for another 15% CSR activities are divided between two or more departments including communication, human resource, reputation management, logistics, or marketing.

Moreover, they found that there are two forms of alignment concerning CSR and corporate communication: direct or indirect. This criteria depends on whether communication managers or CSR managers can or cannot refer directly to the CEO or the decision making level in order to communicate. However, a large body of research also believe that CSR communications and marketing communications should be well articulated in order to deliver a consistent message to stakeholders linked to the decision- making level in the company (Schultz, 1996). While many others, discuss the existence of an overlapping between corporate communications, marketing communications and public relation communications (Kotler and Mindak, 1978).

Moreover, according to Murray and Montanari (1986), CSR has a crucial strategic role for organizations; therefore only corporate executives should take the lead role in developing and integrating CSR in line with the firm's strategy rather than the marketing department. In other words, CSR department should take control of its own communication (Galbreath, 2008).

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<sup>12</sup> Forbes is an American business magazine which is well known for its listing world's top companies in the world.

## Section I-5 CSR communications: a key strategic leverage for brands

### I-5.1 Definition of CSR Communication

The potential influence of CSR programs on stakeholders depends on the company's ability to communicate, and at the same time, their ability to get support from consumers (Sjoberg, 2003). As a result, CSR communication should focus on the interaction and a dialogue between consumers and the company in order to indicate them that the company is giving sense to their needs and wants (Andriof and Waddock, 2002). The international forum of CSR communication<sup>13</sup> define this concept as: *“a process of anticipating stakeholder expectations, articulation of corporate social responsible policy and the managing of different communication tools designed to provide true and transparent information about a company or a brand's integration of its business operations, social and environmental concerns, and interactions with stakeholders”*. For the purpose of this study, we would like to adapt this definition and create the following one: ***CSR communication is the process by which the organization delivers in form of true and transparent messages their assigned and conveyed social and environmental engagements to consumers through different communication channels”***.

Maignan and Ferrell (2004) assert, that the interaction between consumers and the corporation may enhance their identification towards the enterprise CSR activities through an efficient communication. For example, A good illustration of this, is given by the French retailer called E-Leclerc, who encourages consumers interactions during its *“clean the nature movement”*. This sustainable event happens once a year during three days. Consumers help to clean green areas, forests etc. Figure 11 below illustrates this event.

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<sup>13</sup> CSR-com.org



Figure 11 - Movement E-Leclerc website screenshot

Source : <https://www.mouvement-leclerc.com/home/nettoyons-la-nature>

### I-5.2 Strategic model for CSR Communication

Battachayra and Sen (2004), developed a CSR communication model in order to understand if the questions about what to communicate (message content), where to communicate (message channel), as well as an understanding of the factors (internal and external to the organization) will influence the effectiveness of a CSR communication campaign. The framework consists of the input of CSR initiatives, the strategies and the outcomes of these. The design of a framework regarding these factors is shown in Figure 12.

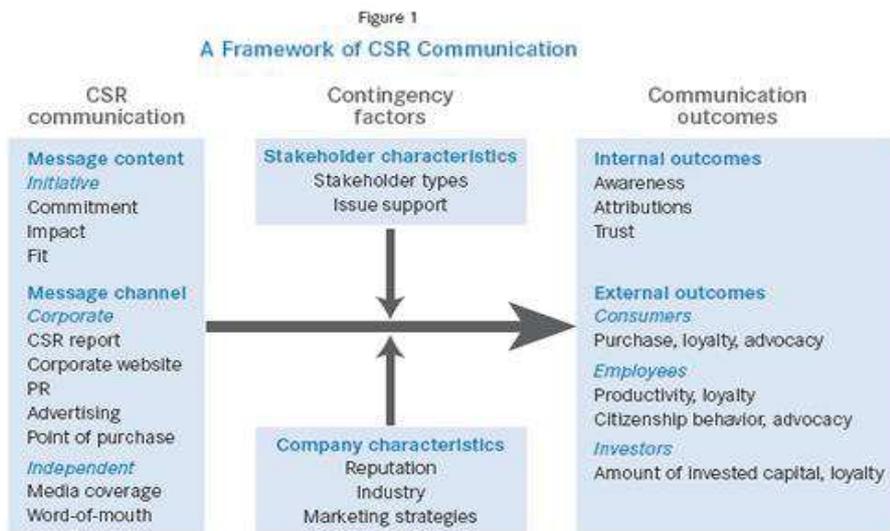


Figure 12 - CSR Communication Framework adopted from (Bhattacharya and Sen, 2004)

### **I-5.3 Main factors for a positive CSR communication outcomes**

In the model of CSR communication above, different factors may have an impact on consumer's outcomes such as loyalty, trust and awareness etc. These factors are the following ones:

**Commitment to a cause:** a good illustration of this is Group Bel <sup>14</sup>, a leader enterprise of dairy products in France, who encourage and assist their external stakeholders in improving their own environmental and social performance.

**The impact it has made on the cause:** it is a way a company not only focus on the input side of its involvement but also it can focus on its output (Menon and Kahn, 2003). For example, at the end of 2013, 24%, Bel's dairy suppliers were using a system called "*Cow Compass*", which help farmers to manage and improve their farming practices. This system was focusing in particular on animal health and well-being. Emphasizing on this factors enterprises are factual and may avoid scepticism.

**The Fit:** this is the perceived congruence between a social or environmental issue and the company's main domain. For example, for the enterprise Bel, is more congruent to sponsor activities related to children nutrition than activities related to rain forest protection. The affinity with specific target segment is important for credibility.

**Where to communicate:** there is a large choice of communication channels where the enterprise can disseminate their CSR activities according to their target market.

In addition to these components, we can observe that there are some moderator variables regarding the communication effectiveness in two domains: company specific factors and stakeholder specific factors. The first ones are related to:

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<sup>14</sup> Group Bel <http://www.bel-group.com/en/sustainability/partnerships-society>

**Corporate reputation:** which represent business past actions and its ability to deliver valued outcomes to consumers (Simmons and Becker - Olsen, 2006). This factor serves as pre-existing antecedents in which consumers rely to interpret ambiguous information about enterprise CSR communication.

**CSR positioning:** which refers to “ *the extent to which a company relies on its CSR activities to position itself, relative to the competition, in the minds of consumers*” (Du et al., 2007).

**Moderators related to stakeholder- specific factors for CSR communication outcomes:**

Stakeholder type: one characteristic about CSR, is that it often has a large variety of audiences according to their type of stakeholders (E.g. business press, suppliers, local communities, consumers, employees etc.). This variety of targets may have different expectations and specific needs (Dawkins, 2004)

Coherent with this model, Morsing and Shultz, (2006) argue that organizations lose the real benefit of CSR if they only use it to deliver public relations and media campaigns. In fact, CSR activities should be placed at organization’s heart strategy and be implemented at their key strategic activities for them to be perceived as coherent and reliable organizations while they communicate their activities.

In a context where brands added value is increasingly a challenge, CSR communication can be a key strategic leverage for brand management (Parguel, 2007). However, brands can be invested in different degrees in CSR activities.

### **I-5.4 CSR communications as the heart of brand positioning**

Today, some enterprises begin to address their CSR communication beyond its traditional financial targets, taking different forms from simply providing some societal or environmental engagements to turning firms’ involvement into the heart of their brand positioning (Parguel, 2007). These enterprises make from the CSR activities a strategic

product process. From the concept and design of the product to the extraction of its raw materials (manufacture, packaging and distribution), there is always an opportunity to integrate socially responsible attributes into a product and its communication. In fact, the sustainable product development is a concrete example of how an enterprise with CSR activities can blend together with its marketing strategy (Belz and Peatti, 2012). The cycle stages on the product development can be a key factor to reduce a product's negative social and environmental impact. In fact, sustainable products can link the choice of materials, use of resources, production requirements, planning with the socio-economic situation of the enterprise and the opportunity to fight against environmental or social problems.

For example, there are opportunities to reduce energy through the transportation and motion of the products, which represents less CO<sub>2</sub> emissions; or the more precise the sales forecasting of a product is, this minimizes the waste of storage and production, which means saving energy, water or packaging. The social factors related to safety and health of employees are also important as they are linked to basic human rights, including avoiding discrimination, training, shared benefits of economic growth etc. Further, involving local suppliers will generate a positive local economic impact. A large body of research asserts that focusing on resource efficiencies can reduce costs in a long term and sometimes shortens production time.

Figure 13 below shows an example of a sustainable product from Pilot, a well-known pen manufacturer. This enterprise launched in 2010 a “made in France” pen with the shape of water bottle as they are made of plastic produced from recycled bottles. The corporation saves 32 % from the use of new plastic by item, which means cost savings of raw material. Also, they increased consumer awareness, as this product is a top ten selling products for the company.



Figure 13 - Pilot B2P advertising screenshot

## I-5.5 CSR communication channels

### CSR Reporting: the first channel of communication for CSR

The first and most known CSR communication channel is the Triple Bottom Line Reporting (Elkington, 1997) also known as CSR reporting. For example, the enterprise 3M has published its first corporate environmental report during 1933.

This CSR reporting aims to report nonfinancial and financial information to stakeholders (Ballou et al., 2006). Organizations aim, is to publicly communicate to their stakeholders their values and commitments. This tool is carried out through internal communication (Human Resources Department, CSR Department, Finance, and Marketing) and external communications (Shareholders, Banks, Business partners etc.). According to Ballou et al., (2006), there is a potential benefit for enterprises by disclosing their goals related to financial, social and environmental activities.

Empirical evidence, assert that several enterprises have adopted the issue of sustainability into their mission statements (Von Rosen, 2003). Moreover, it represents an important communication tool, as it forces companies to periodically review their CSR performance

and promote critical reflections and progress. It is also an attempt to increase corporate transparency with regards to social and environmental issues (Nielsen and Thomsen, 2007).

### **Brands' favorite CSR communication channels for CSR communication.**

In CSR communication, a company has a large variety of communication channels. The choice depends on the efficacy of the channel to meet their target market expectations regarding their CSR engagements. In practice, firms usually speak about their societal involvement through corporate communications or brand websites, which is the case of enterprises such as Coca Cola, Bonduelle or Danone. Also, through relationship marketing tools (newsletters, consumer magazines, catalogues) like The Body Shop or Natura Brasil. For example, H&M one of the biggest clothing manufacturer in the world, launched an outdoor advertising campaign called "Reduce, Reuse, Recycle" where consumers can hand in unwanted clothing from any brand and in any condition to H&M stores. As a result, consumers receive a coupon of 5 euros off for 30 euros of purchase in the same store. During 2014, they collected 7,600 tons of garments which is the equivalent of 38 million T-shirts. H&M involve consumers into their engagements and interact with them, which is fundamental for a positive relationship marketing strategy. Also the French cheese company Bel, mentioned before, has posted on its website several educational videos to explain the company's commitments to a variety of areas of CSR in a simple and visual way. Like that, the information is easy of access to all kind of consumers, even for those lacks of knowledge about CSR engagements and who will never make an effort or have the time to read a content of the subject.

Enterprises also use traditional advertising to communicate their engagements. For example, the brand Volvic, a well-known bottle water from Danone, help raise women's awareness through its campaign "Drink 1 give 10". This campaign was created to bring safe water to children in Africa. For each liter of Volvic bottled water purchased, they made donation of four cents of US dollars to UNICEF to provide at least ten liters of clean and safe water. In addition, packaging is used through print messages about a large variety

of social and environmental initiatives. The image for the campaign Volvic brand is shown below in figure 14.



Figure 14 - Volvic TV campaign "Drink 1 Give 10"

### Alternative CSR communication channels for socially conscious consumers

Today, information is increasingly given by other sources than corporations to consumers willing to be responsible purchasers. These communication channels are not under the control of enterprises, and are external communicators such as: consumer forums, blogs, social networking. These channels seem to be more credible for consumers as it is a neutral source of information. For example, "Just Means" is a mobile app (application) that broadcast information for consumers relative to CSR and sustainability news. It scores companies on the basis of its sustainable performance on the Global 1000 ratings. Also The Harvard School of public health has developed a mobile app called "Public Health News", which shares important information on disease prevention, addictions, premature

death, in the form of news, videos and podcast, or “La minute DD” which is a blog launched by a young French entrepreneur Pierre-Yves Sanchis, which shares important information about enterprises’ CSR engagements to consumers and vice versa. In fact, mass media and movement groups of pressure are key players in determining which issues attract high or low attention from the public.

### **I-5.6 SME’s and CSR communication**

Results from several surveys conducted to managers from SME’s show that rather than using direct CSR communication channels, the most common communication tool for SME is the use of corporate self-promotion through their own employees, consumers and suppliers (Nielsen and Thomas, 2009). However, strategically they usually use green labels due to pressure from important clients. In addition, since most of their communication is based on their printed products or websites, they hardly ever inform through reporting their CSR engagements, they have no time for this communication activity which require to invest a lot of time and resources (Nielsen and Thomas, 2009). In fact, SME adopt an overall implicit strategy of silence, in order to avoid the dilemma of exposing themselves so much and use CSR as a “window dressing”, or worse, getting caught in controversial scandals in which what is said is not what is actually practiced (Morsing and Schultz, 2006). For example, there are many SME, as well as startups in the legal field, specialized as immigration advocates, who are involved with “AILA”, American Immigration Council, that create a mobile application called “ Pocket DACA”. The idea is to help millions of immigrants. Results from this initiative, have attained shelter from deportation and have gained work authorization with legal work permit and a social security number to immigrants.

## **Section I-6 Impact of CSR communication on consumers**

### **I-6.1 Effects of CSR communication on consumers**

CSR communication has a general positive impact on consumer's perceptions. In fact, Hoeffler and Keller (2002) found that CSR communication is a source of hedonic benefits as it generates sentiments of self-expression. Indeed, when consumers find themselves engaged with a company on societal activities, they feel a link between their values and their surroundings. In addition, Bhattacharya and Sen (2004) found that CSR communication contributes to consumer's sense of well-being, and that this benefit is "rewarded" by consumers in the market place. Also, Leippe and Elkin (1987) suggests that CSR communication are associated with impression-concerned processing that aims at satisfying social goals and thereafter consumers supporting from CSR pro-social behaviors (Basil and Webber, 2006)

### **I-6.2 Profile of CSR consumers: from socially responsible to socially irresponsible**

Several groups of consumers are visible according to their socially responsible consumer profiles (Gonzalez et al., 2009). According to Albayrak et al., (2011) individuals considered environmentally sensitive are those who make any kind of efforts in order to limit negative actions that may harm the natural and physical environment. Different activities can be done in order to reduce environmental or social issues. For example: donating, recycling, reuse, activities that involve saving the energy, water usage or waste production, minimize pesticide use, etc.

A large body of research attempted to identify green consumer's profile by their demographic characteristics as being young, well-educated and affluent urban dwellers (D'Souza et al., 2007). Moreover, Bueble (2008) assert that women are more receptive to CSR communication than men. Also, she describe a new trend of consumers called the

LOHAS phenomena “Lifestyle of Health and Sustainability, which is a matter of style and self-expression for consumers. Moreover, François-Lecompte and Valette Florence (2006) identify a typology of irresponsible and responsible socially consumers as shown below:

**The non-involved:** which are young, with no children, not interested by the regional origin of the products etc.

**The skeptics:** which are the ones that don’t care about the economic growth of SME’s and are not interested to buy engaged products.

**The concerned:** which care about the regional origin of the products and the consumption volume. Their demographics group reveals to be retired consumers or having more than 50 years old.

**The anti-retailing:** which are the more militant ones and are basically women sensitive to their regional economic growth,

**The boycotters:** which are those consumers sensitive to the SME’s economic growth, inspecting engaged labels and are always attentive to corporate behavior.

Some years later, Gonzalez et al., (2009) are inspired from the research of François-Lecompte (2005) and develop a new empirical research which describe four other dimensions of socially responsible consumers: (1) The Socially Responsible consumers, (2) The Locals, (3) The Good Causers and the (3) Indifferent. Finally, Roberts (1995) reveals two socially responsible consumption dimensions: an environmental dimension, regarding those consumers that avoid buying products that have a negative impact on the environment and a societal dimension which those consumers are buying products of companies that have a negative impact on society’s well-being.

Schwartz and Miller (1991) discuss that consumers considered environmentally sensitive can develop a specific purchasing behavior described as “green purchase behavior”, which can be identified in those consumers who are militant in green activities. For example, they can be able to inspect differences in labels, use biodegradable garbage bags and refuse to purchase from brands highly pollutant (Minton and Rose, 1997). Moreover, Crosby et al.,

(1981) are the first ones to discuss in their research the concept of Environmental Concern (EC). They define this *concept* “*as an intensely protective attitude towards the environment and later, as a general attitude which has an indirect influence on attitude via behavioral intent*”. Also, Dunlap and Jones (2002) describe Environmental Concern (EC) as an “*individual awareness of environmental problems and that individual’s attempts to solve either them or willingness to contribute to such attempts*”. This concept (EC) has been seen as one-dimensional construct ranging from unconcerned about the environment to highly concerned (Milfont and Duckitt, 2004). Furthermore, Schultz (2000) proposed this concept as a multidimensional concept with three correlation factors; concern for the self (egoistic), for other people (altruistic), and for the biosphere (biospheric).

### **I-6.3 Consumers as gatekeepers of society toward business interests**

Researchers agree about the fact that society is becoming an active gatekeeper of social and ethical behavior among companies and the international community (Hoeffler and Keller, 2002). For example, according to the National Academy of Sciences<sup>15</sup>, a daily dosage of sodium of 1,200 to 1,500 milligrams is enough per day per person. Excess of sodium is connected to fluid build-up that can increase high blood pressure, and lead to strokes and heart attacks. These concerns have been known for many years but the food industry is slow to respond to it. For example, fast food enterprises such as Mc Donald’s, sells their Big Mac hamburgers that contains 1,040 milligrams of sodium, almost the daily quantity for one person. Also, the fast food restaurant Burger King sells his hamburger Whopper that contains nearly 1,500 milligrams of sodium. The reason of why food industry adds big amounts of salt to their products could be because salt add taste to the food products and is food preservation, as it kills existing bacteria that might cause spoilage. The sodium content of food products is an example of the ambiguity between

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<sup>15</sup> <http://www.nasonline.org/>

what is legal and what is ethical. (Clow and Back, 2010). Therefore, consumers have a key role for this kind of issues.

According to Mohr and Webb (2005), CSR depend on consumers and not on organizations. For example, as far as consumers demand conscientious behavior and responsible products and services, corporations will be obliged to provide them. A good illustration of this is the consumerism movement called: “The International Organization of Consumers Union” (IOCU), who fight for the protection of consumers against misleading advertising, or unfair pricing.

These movements were born due to the increasing number of consumer goods that started to raise their price with no reason or due to unethical business actions. Members from this kind of movements, started to provide independent advice, and to challenge corporations with misleading practices.

Furthermore, Maignan and Ferrell, (2004) claim that based on the Integrative Social Contract Theory (ISCT) by Donaldson and Dunfee (1994), there is an hypothetical macro social contract, among all economic participants, which set of universal principles defining which behaviors are morally right or wrong. In line with these findings, stakeholders can get involved in specific communities that embrace and share the same beliefs. For example, active suppliers can be engaged in communities like Aviation Suppliers Association (ASA)<sup>16</sup> or militant consumers may be engaged in the ”Council on size and weight discrimination<sup>17</sup> (CSWD)”.

Communities can empower consumers and show concern not only for issues affecting them (e.g. the traceability of food products) but also for issues concerning someone else

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<sup>16</sup> Aviation suppliers association ASA is an association that promotes safety, regulatory compliance and ethical business practices among aviation parts suppliers and through the aviation community ( [www.aviationsuppliers.org](http://www.aviationsuppliers.org))

<sup>17</sup> The council on size and weight discrimination (CSWD) is a non-profit group which change people’s attitude and injustice about overweight people. They act as consumer advocates for job discrimination, and media images.

(e.g. child labour). Hill and Jones (1992), discuss that consumers communities can use their power in three different forms: (1) Legalistic approaches: when consumers advocates their rights by actions of corporations or governments disobey; (2) Exit strategies: when stakeholder threaten to withdraw or refuse to invest in corporations due to ethic issues such as violation of human rights; and (3) Voice strategies: when stakeholders desire and have the power to manifest through protests or boycotts.

#### **I-6.4 Greenwashing: The dirty side of CSR communication**

There is a growing trend among companies to adopt “going green” strategy with the aim to obtain competitive advantage. For example, the consumer market for green products and services in United States was estimated at 230 billion US dollars during 2009 predicted to grow to 845 billion by 2015 (Tolliver-Nigro, 2009). During 2010, professionally performance managed assets using CSR investing strategies, of which environmental performance is a major component, and it was valued in 30 trillion US dollars. (Social Investment Forum Foundation, 2010)

Therefore, the concepts of green marketing and sustainability reporting have become a key role in the management of CSR communication. Peattie (1995) defines environmental or green marketing as the *“holistic management process responsible for identifying, anticipating and satisfying the requirements of consumers and society, in a profitable and sustainable way”*. This marketing strategy was developed during 1980’s, focusing to the target market of environmentally conscious consumers who would be able to pay higher prices for more environmentally friendly products (Belz and Peattie, 2012). The main aim of environmental marketing is to integrate environmental issues into business values. This strategy, include into their main concern issues like: loss of species, the destruction of the ecosystem and habitats, and poverty in developing countries (Belz and Peattie, 2012). However, Hansen et al., (2001), assert that the implementation of this strategy without a structure is not possible and engenders consumer suspicion.

The insufficient coordination between those stages on the environmental integration of activities can lead to “*greenwashing*”. For instance, Greenpeace defines Greenwashing as “the act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service”. The source of this concept is due to consumers identification related to inconsistencies between organizations behavior and claims about being green. Over 95 percent of products surveyed by TerraChoice in 2008/2009, committed at least one of the Terra-choice sins of Greenwashing. (Terrachoice-group, 2010). They categorize a range of product level greenwashing into seven sins:

**No proof:** is the result of making an environmental claim without providing accessible evidence on either the label or the product website.

**Vagueness:** is when enterprises are using terms which are poorly defined to be understood. For example the term ‘all-natural’.

**Irrelevance:** when the enterprise declare something that may be technically true but not a distinguishing factor when looking for eco-friendly products.

**Lesser of two evils:** when the enterprise claim to be greener than other products in its category when the category as a whole may be environmentally unfriendly.

**Worshipping false labels:** is when marketers create a false certification like a green image tree to mislead consumers.

**Hidden trade- off:** labeling a product as environmentally friendly based on a small set of attributes.

**Fibbing:** advertising something that is not true.

Today, communication channels such as social networking and blogs are a key communication channel to share this kind of business issues to other consumers. Due to a limited “greenwashing” regulation consumers cannot be confident that an enterprise practicing it would be punished for doing so. As a result, consumers are sceptical of brand green claims, they think that corporations look after profit and use greenwashing during

their promotions in order to appear environmentally friendly when it is not the case. Therefore a challenge for an effective environmental CSR communication campaign is by adopting a credible comprehensive plan.

### **I-6.5 Consumers' scepticism: the result of a misleading advertising**

Today, the market is characterized by a large choice of products, services and an easy access to information about those products and services, but all this is not enough if consumers do not believe that advertising claims are true or useful as previously seen through the example of "greenwashing" (Boysselle et al., 2013). A large body of research has shown that consumers are skeptical of corporations, and they will make inference about the benefits a firm hopes to gain from their marketing efforts (Kirmani and Wright, 1989). For example, when a firm runs an ad, consumers would immediately recognize it as an attempt to sell a product (Elving, 2013). By and large, scepticism is known "*as the tendency to disbelieve the informational claims of advertising and public relations*" (Obermiller and Spangenberg, 1998) or "*the questioning attitude towards any claim or truth of facts, inferences, persons, or institutions*" (Gupta and Pirsch, 2006; Singh et al., 2009). Scepticism, is characterized as more situational and thus not as long lasting as cynicism that is considered as an enduring and deep belief (Mohr et al., 1998.). For example, scepticism towards marketing messages can be produced when there are differences between ad claims or when ad claims are difficult to verify (Ford et al., 1990). Further, there is some scepticism among consumers who doubt about the content and motives of CSR communication campaigns (Boysselle et al., 2013).

According to Obermiller and Spangenberg (1998) the sense of how they describe scepticism is limited to the sense of disbelief. The construct that they define is separating "ad scepticism" (scepticism towards advertising) from the general attitude toward advertising. They argue that the constructs are related; a consumer may dislike the advertising because one is skeptical of it, but scepticism and general attitude are

conceptually different. In other words, a highly sceptical consumer should be more likely to disbelieve and less sceptical consumer more likely to believe. As a result, situational factors may moderate responses even with extreme scepticism. This factors are described such as the claim content, the source characteristics of the advertising, prior knowledge of the enterprise.

According to Campbell (1995) some advertising are more able to invite to scepticism than other. He analyzed consumer's attention- getting tactics to know if there are some features that may create perceptions of manipulative intent. This perceptions turn into the resistance of persuasion or decrease attitudes toward an advertising brand. Moreover, Calfee and Ringlöd (1994) give evidence of a simultaneous scepticism and perceived value of advertising information. They declare that consumers recognize the intent and exaggerations of advertisers and discount claims. Rhodes and Wood (1992) also found that for most advertising, increases in consumer's intelligence, self-esteem, and age have negative effects on communication persuasion.

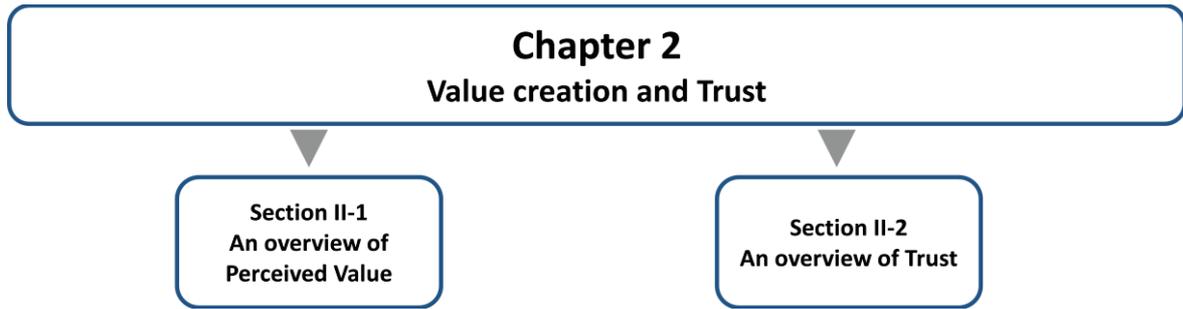
Kanter and Wortzel (1985) found that some consumer's perception to ads, especially women, were linked to cynicism, which they described as "the suspicion of other people's motives, faithfulness, and goodwill" (Kanter and Wortzel, 1985, p.6). They declare that cynics are less likely to believe information from any source and are especially likely to attribute to advertising claims as dishonest. However, MacKenzie and Lutz (1989) proposes a construct similar to (Obermiller and Spangenberg, 1998) but instead of ad scepticism as ad credibility belief which they define as "*an enduring propensity to believe advertising claims*". As a result, they believe that one major cause of scepticism is the lack of information value in the message communication and the personality traits for each consumer.

## Summary

This chapter proposes a classical literature review of CSR, its fundamentals and definitions. In fact, different definitions of CSR show the interest for researchers and practitioners to describe engaged and measurable activities in order to enhance the social and environmental wellbeing. Also, with the help of a deep analysis of the literature review of marketing communication, and some of their persuasion models, an operational definition of CSR communication has emerged from the study: ***“CSR communication is the process by which the organization delivers in form of true and transparent messages their assigned and conveyed social and environmental engagements to consumers through different communication channels”***.

The relevance of CSR communication shows an evidence of its effects, and attitudes towards consumers, both, positive and negative. Therefore, Chapter II will explore the literature regarding perceived value and trust in order to explore if it is a relevant construct for CSR communication outcome.

# Chapter 2: Value creation and Trust



*Figure 15 - Organization of Chapter 2*

# Introduction

The biggest challenge facing organizations is related to how to attract and retain consumers. According to a large body of research, two concepts seem to be key players in this issue: value perception and trust. One is an important constituent of the other one.

*As a result, the aim of this chapter would be to define, evaluate and clarify different approaches of Perceived Value and learn how the avenue of consumer value has a positive impact on trust. Also, Holbrook (1994, 1999) describes perceived value as a fundamental outcome in any marketing activity. Therefore, the focus of this research is to understand if CSR communication will serve as a strategic marketing tool in order to enhance a positive value perception and trust on consumers.*

The first part of this chapter begins by introducing an overview about brand value, perceived value theory, and comparing and contrasting their major approaches. In addition, different perceived value definitions and selected frameworks from the academic literature are presented. The second part of the chapter, offers an overview about the concept of trust and the definition of their main key dimensions.

## **Section II-1 Background and definition of Perceived Value**

### **II-1.1 An overview of brand value**

Until the end of the 1900's only few enterprises were interested in brand names. Rather, most companies had a transactional perspective; they were focused on the offering as an output of the production processes and used to work in local markets with almost no advertising at all. As a result, manufacturers sold unbranded products to retailers. Afterwards, a mass production society emerged, and enterprises were emphasizing large scale production with the aim of achieving production cost reduction. The brand was not a strategic key aspect for company's revenues. Today, more than one hundred years later, multinational enterprises are selling "brands". For example, it is widely known in the marketing literature that strong brands such as Nike, Apple, Disney, Mc Donald's and Coca Cola are valuable assets for their companies and a key source of competitive advantage (Aaker, 1996; Backhaus et al., 2011).

In the mid-1980's intangible brand names were sources of tangible wealth, better known in the marketing literature as "brand equity". Yovovich (1988) assert that "*Strong brand names, create stronger cash flows and stronger earnings, which in turn creates stronger values for shareholders*". Therefore, in the marketing literature, two key theories have been formulated in order to understand the evaluation of brand value: The brand equity theory and perceived value theory (Aaker, 1991; Keller, 1993). In line with these marketing theories, the main question is: What is the value that a brand can deliver to products? How can consumers use this value? Is this a value beyond the product itself? Why, for example, do brands such as Starbucks seem to provide more brand value to consumers than other coffee brands?

## II-1.2 Theories of value

To date, a large body of research has observed that there is no consensus for the definition of value or is often poorly differentiated from similar constructs such as “utility”, “price”, and “quality” (Sanchez-Fernandez and Iniesta Bonilla,2007). The lack of general agreement may be due to the difference in meaning of the word “value” for opposite concepts such as economics return and moral values. For example, “value” in the economic domain is understood as “welfare”, and is employed as a “trade-off” between benefits and sacrifices (Payne and Holt, 2001).

Furthermore, to Adam Smith, David Ricardo, and Karl Marx, value is an intrinsic part of commodities (Woodall, 2003). On the other hand, the Aristotle perspective of value, suggests that value is perceived via the “use” that can be gathered from a commodity (Woodall, 2003). Also, very often we have heard the concept of “human values”, which have a significant influence on personal decision making in daily situations.

The ethical approach, define “values” as guiding principles or personal beliefs that people adhere with respect to themselves. *“We all share the same values, but to different degrees; and each individual sorts and orders these values into a personalized “value system”* (Rokeach, 1973). Values are strong beliefs about different themes. They, can be universal or specific to a particular culture, they contribute to attitudes, which in turn guide to consumer behavior (Rokeach, 1973).

Moreover, we find the term “value” spread in several disciplines, such as sociology, anthropology, psychology and marketing. In congruence to the complexity of the concept of value, Graeber (2001) diagnose the main approaches to the definition of value: (1) the definition of values as conception(s) of what is good in human life, (2) in an economic and business sense, value as a person’s willingness to pay the price of a good in terms of return on investment for product benefits, (3) value as meaning and meaningful difference, and (4) value as an action.

However the focus of this dissertation doesn't aim to give a literature review about the different meanings of value but how this concept is integrated in the marketing field and how it is delivered to consumers.

### **II-1.3 Decade of Perceived Value**

While the concepts of quality, service, satisfaction and loyalty have been researched for several decades; the concept of perceived value made its appearance in marketing research, in the 1990's. In fact, this period is considered the "value decade", as relevant proposals come out from marketing researchers such as: Monroe (1990), Zeithaml (1988), Sheth and al. (1991), Lai (1995), Woodruff (1997), Holbrook (1999), Sweeney and Soutar (1999), Lapierre (2000), Oliver (1999), Evrard and Aurier (1996), Aurier and al, (2000,2004), Filser (2002). Woodall (2003), proposed five different notions of value in the marketing field. (Marketing value, derived value, rational value, sales value, net value). Also, Cova and Rémy (2001) diagnose the value in four different approaches: (1) consumer values, (holistic measure of perceived value) (2) consumer values to the firm (the value seen as an input for the enterprise) (3) corporate values, (4) consumer value from the firm (the value seen as an output for the enterprise). Moreover, the Marketing Science Institute<sup>18</sup> (2008-2009) has included the concept of "perceived value" in its list of research priorities for 2006-2008. Some research studies, declare that value has a positive effect of perceived quality, being this construct a clear antecedent (Lapierre et al., 1999). Some others differ by saying that quality is a sub-component of value (Holbrook, 1999; Sweeney and Soutar, 1999). Tai (2003) assert that: "*value is more important than quality, since value is that which is immediately considered by consumers*".

Some definitions of value in a chronological order are shown in table 9:

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<sup>18</sup> <http://www.msi.org/>

Author	Definition of value
Zeithaml (1988 p. 14)	<p><i>“The consumer’s overall assessment of the utility of a product based on perceptions on what is received and what is given”. For her, there are four different perspectives of value: the low price a consumer can get for a product, the quality a consumer can get for the price he/she pays, the utility of the product and what the consumer can get for what is given. These perspectives show different levels of exchanges ranging from the tradeoff between benefit and sacrifice, to the price or quality attributes from a product.</i></p>
Sheth, Newman and Gross (1991 P,156)	<p><i>“The five values influencing market choice behavior are functional value, social value, emotional value, epistemic value and conditional value.”</i></p>
Woodruff (1997 P; 142)	<p><i>“A consumer’s perceived preference for an evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the consumer’s goals and purposes in use situations.”</i></p>
Woodall (2003 P; 234)	<p><i>“Value for the consumer is any demand-side, personal perception of advantage arising out of a consumer's association with an organization's offering, and can occur as reduction in sacrifice and benefit (determined and expressed either rationally.”</i></p>
Holbrook (2005 P; 54)	<p><i>“Consumer value is 1) interactive; 2) relativistic; 3) comparison of objects 4) differs between persons 5) situation dependent; 6) embodies preferences; 7) is attached not to the object itself but rather to the relevant consumption</i></p>

	<i>experience.”</i>
Pynnönen, Ritala and Hallikas (2011, P; 87)	<i>“The systemic consumer value reflects the value delivered to the consumer. It is dependent on more than one attribute, and possibly on more than one firm.”</i>
Paananen and Seppanen (2013, P; 708)	<i>“The core logic of consumer value revolves around understanding and capturing consumer expectations, creating and delivering desired consumer experiences, and assessing and managing the consumer evaluation.”</i>

*Table 8 - Definitions for value perception collected for this study*

The concept of perceived value, as shown through some of these definitions, and researcher assessments, seem to be a multi-faceted concept with different meanings and connotations. However, essential aims of this construct it to understand and fulfil consumer expectations. Therefore, the definition from Woodroof (1997) fits perfectly for our research aims. *“A consumer’s perceived preference for an evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the consumer’s goals and purposes in use situations.”* In fact, an enterprise engaged to CSR activities will offer different product attributes and process performance than other brands, which will enhance the value perception for consumers.

## **II-1.4 Different approaches of Perceived Value**

By reviewing the literature of “perceived value” in marketing, we can identify two main different approaches: utilitarian and experiential. The first approach one, sees the value as exchange and use, an objective view of “value”, whose origin is found in the “absolutist” philosophy from Plato (Aurier et al., 2004). Therefore, this unidimensional approach is also adopted by the economists and marketers. The second, and most important approach for this dissertation is the value as an experience, a consumer value approach based on the

hedonic consumption. In fact, the multidimensional approach opposes the uni-dimension mentioned before. In the following framework (figure 16) Sanchez-Fernandez and Iniesta-Bonillo (2007) show the different streams for each approach on perceived value.

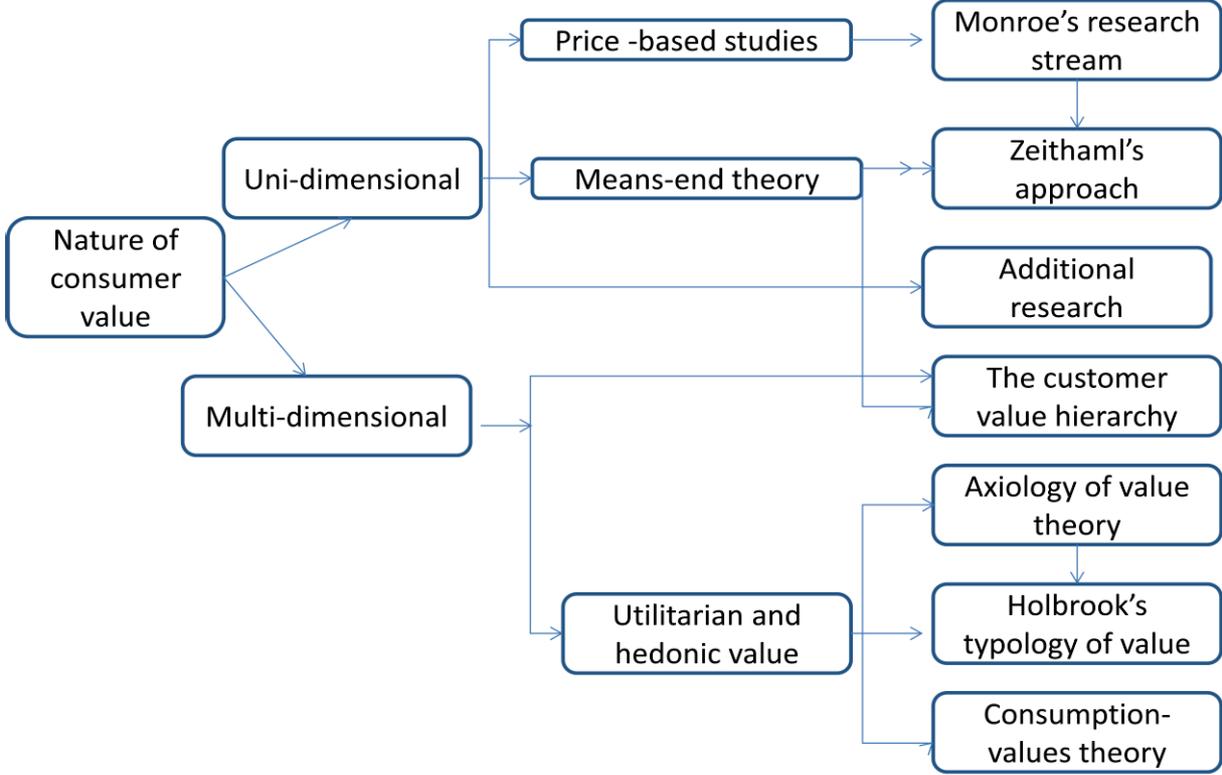


Figure 16 - Different approaches of perceived value

Source: Sanchez-Fernandez and Iniesta -Bonillo (2007) The concept of perceived value: a systematic review of the research page 430.

**II-1.5 Unidimensional approach of perceived value**

The uni-dimensional approach makes reference to economic theories that suggest that consumers behave rationally in choosing services and products and maximize utility (Sweeney et al, 1996). As we can see in the previous framework, one of the key origins for this approach was through the studies of Monroe’s (1979, 1990). He asserts that consumer’s quality-price perceptions are key determinants of product perceived value, and describes value as “cognitive tradeoff between perceptions of quality and sacrifice” (Dodds

et al., 1991 p 308). Zeithaml's (1988) approach is based on Dodds and Monroe (1985) model based on the quality-price relationship.

Thereafter, she adopts the Means-end theory, this theoretical approach ties consumer's values with their behavior, and according to Sanchez-Fernandez and Iniesta-Bonillo (2007) it asserts that decision making processes regarding consumption are influenced by: (1) linkages among product attributes (2) the perceived consequences of consumption and (3) the personal values of consumers. "Individuals are goal directed and that they use product or service attributes as a means of inferring desired end states" (Sanchez-Fernandez and Iniesta-Bonillo, 2007).

Moreover, Dodds and Monroe, (1985) and Zeithaml, (1988) proposed the concept of trade-off between benefits and sacrifices, as a structure of cognitive and rational decision making. The postulate for this approach is related to the moment of purchase. Consumers make a cognitive evaluation and calculation of what is given versus what is taken in terms of money for product quality. According to Monroe (1990) benefits involve some combination of physical attributes, service attributes, and technical support.

Also, other conceptualizations of benefits include performance (Sweeney and Soutar, 2001) and perceived benefits, such as quality increase and convenience (Porter, 1980). Zeitham (1988) describes four different definitions of value: (1) value as a low price; (2) value as what the consumer wants in a product; (3) value as the quality obtained for the price paid; and (4) value as what the consumer gets for what he or she gives. In fact, this model links the concepts of perceived price, perceived quality and perceived value.

Sanchez-Fernandez and Iniesta-Bonillo (2007) compare their model to additional research in the unidimensional approach to those studies that have been framed with a unidimensional point of view including: (1) corporate image (Andreassen and Lindstead, 1988); (2) quality and sacrifice (Cronin et al., 2000); (3) perceived risk and the valence of experience (Chen and Dubinsky, 2003).

The consumption is perceived as valuable where the benefits are higher than expected or where the sacrifice is less than expected. Furthermore, Parasuraman and Grewal (2000)

identify four types of value. Acquisition value, concerning the benefits with the costs of acquiring a product or service, transaction value, with regards to the pleasure of getting a good deal, In use value, that corresponds to the utility derived from using a product, Redemption value, which are the benefits when the product is being replaced or disposed. These types of value are related to the buying process and not to the consumption process. It would be difficult to accept this approach as an exclusive approach for the perceived value. For example, there are a large variety of goods that carry emotional attachment like personal gifts, photos and spiritual items, which are not necessarily utilitarian or evaluated by consumers in terms of the cost-benefit ratio. Nevertheless, it is a pioneering conception of value based on the economic theory.

## **II-1.6 Multidimensional approach of perceived value**

Lai (1995) asserts that consumers are not only buying products for their transactional value, but for the product's benefits that will satisfy their personal needs or affirm their values. In fact, Fernandez-Sanchez and Iniesta Bonillo, (2007) describe that the multidimensional approach "*conceives perceived value as several interrelated attributes or dimensions that form an holistic representation of a complex phenomenon*". However, those benefits may depend on many changes over time (Woodruff, 1997) and it is important to identify different kind of consumer values for different types of consumers.

Therefore, Parasuraman (1997) proposed a framework in order to classify consumer value in four kinds of consumers (1) first-time consumers, (2) short-term consumers, (3) long term consumers (4) defectors. Moreover, Holbrook and Hirschman (1982) consider that research disregarded the hedonic benefit of the consumption experience. As a result, Babin et al., (1994) developed a value scale that asserts those two dimensions in a shopping experience.

The first dimension, the utilitarian value, is described as instrumental, task-related, rational, functional, cognitive, and means end, and the second dimension, the hedonic value reflect the entertainment and emotional worth of shopping: experiential and affective

(Fernandez-Sanchez and Iniesta Bonillo, 2007); Thereafter, a large body of researchers, concluded that both forms of value, utilitarian and hedonic, positively affected consumer satisfaction. For example, Lee and Overby (2004) considered the “utilitarian” value as a dimension pertaining to price saving, service excellence, time saving and the “hedonic” value pertaining to entertainment, visual, escape, and interaction dimension. Other studies have analyzed an axiological model of value like Hartman (1967, 1973). This model includes three different dimensions: extrinsic value (the utilitarian use of the product or service), the intrinsic value (the emotional acknowledgment of the consumption of a product or service) and the systemic value (the rational or logical aspect from a product or service). Thereafter, Mattsson (1991) adapted this framework by referring three generic dimensions: emotional, practical and logical which were considered by Danaher and Mattsson (1998) as satisfaction antecedents.

### **II-1.7 Holbrook’s typology of consumer value in the consumer experience**

Holbrook (1994,1996,1999) assert that “ *value resides not in the product purchased, not in the brand chosen, not in the object possessed, but rather in the consumption experience(s) derived*” (p.8). Therefore, he developed a typology of perceived value based on three distinctions: extrinsic vs. intrinsic (the utilitarian vs. the experiential attributes of a product), self-oriented vs. other oriented, (something valued by the benefits it has on oneself or for someone else sake) and active vs. reactive (the efficiency as an active attribute). He also categorized eight types of values under these three components (table 9): Efficiency (convenience) excellence (quality) status (success, impression management), esteem (reputation, materialism, and possessions), play (fun), aesthetics (beauty) ethics (virtue, justice, and morality), and spirituality (faith, ecstasy, sacredness, and magic). In contrast to other studies of perceived value, Holbrook’s argue that all these types of perceived value can occur together to different degrees, in any given consumption experience. According to this perspective there are two key actors interacting with each other: a subject (the consumer) with the object (the product) (Fernandez-Sanchez and Iniesta Bonillo, 2007).

	<b>Extrinsic</b>	<b>Intrinsic</b>	
<b>Self-Oriented</b>	<b>Utilitarian Efficiency (e.g., Convenience)</b>	<b>Emotional Play (e.g., Fun)</b>	Active
	<b>Excellence (e.g., Quality)</b>	<b>Aesthetics (e.g., Beauty)</b>	Reactive
<b>Other-Oriented</b>	<b>Social Status (e.g., Impression Management)</b>	<b>Altruistic Ethics (e.g., Justice)</b>	Active
	<b>Esteem (e.g., Possession)</b>	<b>Spirituality (e.g., Sacredness)</b>	Reactive

Table 9 - Types of Consumer Value (Adapted from Holbrook, 1999)

This perspective perhaps does not provide a unique alternative to other definitions, but rather it encompasses many aspects of both approaches. What people desire is not only good quality products, but experiences provided by products. For example, Amazon the number one electronic commerce company in United States is valued by consumers for the superior shopping and browsing experience.

Also, Harley Davidson, the well-known maker of motorcycles shop in United States, developed strong emotional connections with their target market and a unique identity that leads them to the purchase of the product. Moreover, perceived value is considered a key factor in strategic marketing (Holbrook, 1999) as it is related to consumers' trust, engagement and loyalty (Martin and al., 2004; Parasuraman and Grewal, 2000) and the creation of consumer value (Slater, 1997). According to Lai (1995), consumer value, is the level of benefit from a product in exchange for certain amount of consumers' money.

## II-1.8 A theory of consumption value perspective

Today, there is growing recognition that giving superior value to consumers is key for business success (Cagan and Vogel, 2002). Drucker (2001) assert "*consumers pay only for what is of use to them and gives them value*". However, there is sometimes confusion for the meaning of "consumer value". Some focuses on buyers' evaluation of a product buying. For example, Slater (1997 P, 166) says '*the creation of consumer value must be the reason for the firm's existence and certainly for its success*'. Others, stresses people's evaluation of the consumption or possession of products.

Lai,(1995) define consumption value as the “*subjective beliefs about desirable ways to attain personal values*” The consumer choice in terms of adopting and purchasing, one brand or product over another, involves a variety of forms of value (Fernandez-Sanchez and Iniesta Bonillo, 2007).

These forms of value can be classified according to Sheth et al., (1991) as functional, social, emotional, epistemic, and conditional. For example, the functional value is relevant to the utilitarian or physical intention of the product, while, the social value is related to the norms of a consumer’s social environment (friends, family, colleagues etc.). Also, the emotional value is related to different affective states which can be positive or negative, the epistemic, through the desire for knowledge, a product that arouses intellectual curiosity or satisfies a desire for knowledge.

Finally, the conditional value occurs when there is a specific set of circumstances or specific situation facing the choice maker (Sheth et al., 1991). For example, for a first-time mobile phone buyers, the purchase of a telephone might provide functional benefits as it can be used anywhere in case of emergency. The social benefits, can be expressed when consumers express themselves and communicate their personality through a mobile phone brand: Samsung or i-phone. The emotional benefits, is influenced by the performance of the mobile phone (camera, media etc). The epistemic benefit, can be expressed by the novelty of learning new mobile phone applications, and finally the situational value can be expressed through the feeling of being more independent by bringing in one apparel everything they need to be connected, like emails, telephone, and social networking.

However, for Lai (1995) these values are generic, as they do not distinguish “generic product benefits” from “consumption values” and also, they ignored other values such as: the aesthetic benefit, which refers to the product’s capacity to present a sense of beauty. Also, the hedonic benefit, that refers to the benefit acquired from a product’s capacity to meet a need of enjoyment, fun, pleasure or distraction. Additionally, the situational benefit, that refers to the benefit acquired from the product’s capacity to meet situational needs.

Furthermore, the holistic benefit, that refers to the benefit obtained from the compatibility and consistency in a product constellation as a whole. As a result, Lai (1995) in the aim of going beyond the previous model, he integrates different categories for the evaluation of his model: consumer characteristics, perceived logistic benefits, perceived product benefits, perceived costs, and finally perceived consumer value. Also, he proposed a typology of eight product benefits that consumers may develop from possession or consumption to benefits: functional benefit, social benefit, affective benefit, epistemic benefit, aesthetic benefit, hedonic benefit, situational benefit and holistic benefit.

Subsequent studies and scale measurements based on the consumption-value theory were developed. Such is the case of the PERVAL model, which is a measurement scale of consumers' perception of the value of durable goods from Sweeney and Soutar (2001). They identify four value dimensions (emotional, social, quality/performance and price/value for money). Previous contributions adapted the model of Sheth et al., (1991) to different contexts and all these studies developed a general scale for consumption value. Aurier et al (2006), show five different typologies that have been proposed to understand the consumer value derived from purchase, consumption and or possession presented in table 10.

		Holbrook (1994)	Richins (1994)	Holt (1995)	Lai (1995)	Evrard et Aurier (1996)	Aurier, Evard et N'Goala (2004)
self-oriented	Intrinsic	Play(fun) Aesthetics (beauty)	Pleasure Appearances (beauty)	Experience (emotion)	Hedonic Affective Aesthetics	Hedonic Spiritual experience	Hedonic (pleasure- fun, spiritual experience)
	Extrinsic	Efficiency Excellence	Utilitarian	Integration (acquisition and utilization)	Functional Epistemic	Knowledge (search for information, experience)	Instrumental (utilitarian, knowledge)

Other-oriented	Intrinsic	Ethics (justice) Spirituality (sacredness)	Spiritual	Play (social sharing)	–	Social practice	spiritual social practice
	Extrinsic	Status Esteem (Possession)	Status, self- expression , interperso nal ties, self fulfilment	Classificatio n (belonging and social distinction)	Social	Self- expression, social ties	Communication (self-expression, social ties)
Non classified		–	–	–	Holistic situational	–	–

Table 10 - A comparison of typologies of consumption value from Aurier et al., (2004)

Also comparison of the two different approaches of value uni-dimensional and multidimensional from Sanchez-Fernandez and Iniesta-Bonillo (2007) is shown in table 11.

Unidimensional nature	Multi-dimensional nature
Roots in economic theory and cognitive psychology	Roots in consumer and behavior psychology
Utilitarian and economic conception	Behavioral conception
Cognitive approach	Cognitive-affective approach
Simplicity	Richness and complexity
Knowledge of how value is evaluated	Specific direction of how to improve value
Lack of agreement regarding the antecedents of value	Lack of agreement regarding the components of value

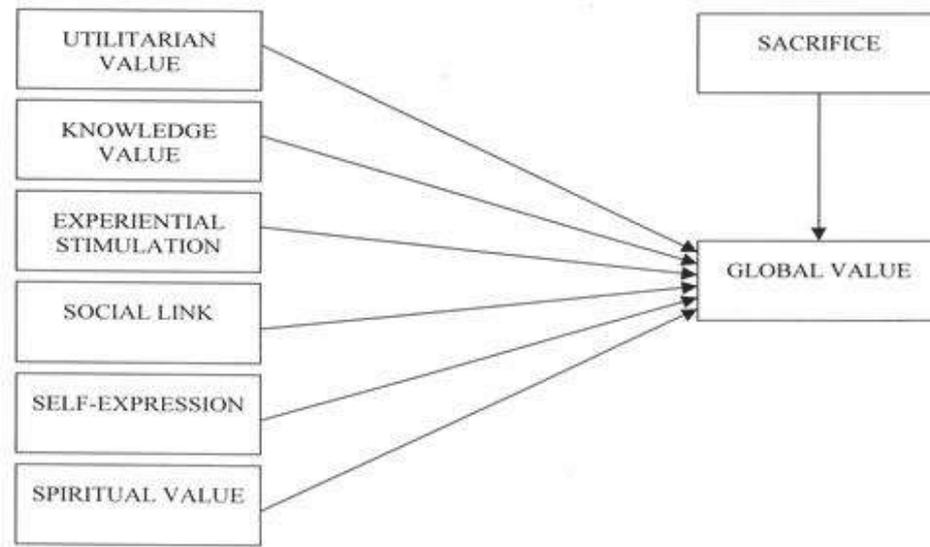
Confusion about the relationship among the antecedents	Confusion about the relationship among the components
Direct observation value	Observation of value through its components
Widely embraced in the literature	Hardly embraced in the literature

*Table 11 - Comparing approaches to the nature of Perceived Value adopted from Sanchez-Fernandez and Iniesta - Bonillo (2007)*

## II-1.9 Global Value

Finally, Aurier et al., (2006) developed and use a different typology of the consumption value functions. They give a theoretical and empirical framework on how exchange (transactional) value and usage (consumption or relationship) value interact to form a more integrative model: a “global consumer value”. For them, “value” is not only the base of decision making but the consequence of the accumulation of purchasing experiences. They suggest that objects are valued by consumers through psychological functions they play, considering motivations and sacrifices they have to concede in order to experience them. Thereafter, they proposed a third new proposition in order to build a global consumer value response: *“how exchange value, and usage value, interact together in order to build a global consumer value”*. A price paid to a cinema entrance and the consumption of the multiple benefits from the movie experience were taken into account for their conceptual framework. In figure 17, Aurier et al., (2006), validate eight different constructs in order to build their final model. Finally, they define the global value as *“a trade-off between the sacrifices and the benefits perceived by consumers”* Their aim was to link empirically the constructs of consumer usage value with a global value.

**FIGURE 1**  
A FUNCTIONAL MODEL OF CONSUMER VALUE



*Figure 17 - Functional Model of consumer value from Aurier et al., (2004)*

## **II-1.10 Value perceptions of Corporate Social Responsibility**

Undeniably, CSR communications have the potential to have a positive influence on consumers through different forms of values (Boysselle et al, 2013). Consumers' perception of a brand/enterprise value will mediate the relationship between CSR and trust. When we categorize different CSR activities with different types of value, each can create different forms of consumer value. A large body of research has already studied the relationship between business CSR engagements and profitability. This profitability has been an outcome from consumer loyalty, willingness to pay premium prices and lower reputational risks in times of crises. In table 12 there is the listing of some CSR activities used by analysts and researchers over four decades of studies (Peloza, 2009).

CSR Category	Examples of Specific CSR Activities
Philanthropy	<p>Donation of sales</p> <p>Unrestricted cash donations</p> <p>Donation of products</p> <p>Employee volunteerism</p> <p>Collection of consumer donations</p> <p>Charity event</p> <p>Promotion of public service announcements</p>
Business Practices	<p>Pollution levels</p> <p>Reduced energy consumption</p> <p>Recycling</p> <p>Labor practices (e.g. child/sweatshop labor)</p> <p>Diversity</p> <p>Fair Trade</p> <p>Other Supply Chain responsibility (e.g., human rights)</p> <p>Consumer Relations</p> <p>Packaging</p> <p>Animal testing</p> <p>False advertising</p> <p>Controversial advertising</p> <p>Ethical conduct</p> <p>Local sourcing</p> <p>Competing fairly and ethically</p> <p>Industry codes of ethics</p> <p>Governance</p>

	Carbon offset sales Investment in workplace safety
Product-Related Activities	Energy efficiency Organic Product ingredients Controversial products (e.g., firearms, alcohol, gambling) Product quality

*Table 12 - Categorization of CSR Activities*

Source: Peloza and Shang, 2011, The Conference Board, Trusted Insights for Business Worldwide [www.conferenceboard.org](http://www.conferenceboard.org).

The published listing of CSR activities may have different significance to different consumers at different places and times. Consumers may respond differently to those activities depending on their personal environment (e.g. culture, level of education, sensitivity to certain social issues, the network of family members, colleagues, or friends). Social norms are a motivator for consumers to adhere to CSR activities. For example, in the case of philanthropic activities, like donations or employee voluntarism, there is a source of personal implication which has been named by Holbrook’s model (1994) as other-oriented, extrinsic value. This kind of activities involves ethical benefits by supporting others. Also, it leads to self-oriented extrinsic value by gaining in social status and self-pride. Moreover, enterprises engaged in CSR activities, such as recycling or labor practices, may heighten extrinsic value for consumers (Boysselle, et al., 2013). For example, these business activities can make consumers feel that they are collaborating with the business in terms of positive community responsibility, and can thereafter enhance their self- oriented extrinsic value for being responsible citizens. Finally, product related activities, such as product traceability, quality ingredients, product quality, organic, provide a strong source of value. As a result, companies’ awareness may be enhanced as a result of the practice of CSR activities.

## Section II-2 Trust

### II-2.1 Initial Definitions

Everyone can understand the term of trust, but each person has a slightly different understanding about it. In the case of the literature on trust, the situation is not very different. Trust has been studied for a long time through many disciplines, such as philosophy, sociology, psychology, management, marketing etc. Therefore, the literature on trust is quite extensive and has a large variety of definitions (Kang and Hustvedt, 2014). The concept of trust has been identified as a major factor influencing capital investments, relationship marketing, cross- cultural communication, learning and various types of cooperation (Paliszkiewicz, 2014).

*“Trust is the chicken soup of social life. It brings us all sorts of good things- from willingness to get involved in our communities to higher rates of economic growth (...), to making daily life more pleasant”* (Uslaner,2002,p.1)

Trust can be a concept with both characteristics, cognitive and affective, since it is rooted in the evaluation of the partner behavior, but also, affective as it will strength a relationship in a long run. It is the cornerstone of a longue term relationship (Spekman, 1988). Also, it is defined as *“a willingness to rely on an exchange partner in whom one has confidence”* (Moorman et al., 1993 p 55) or *“the presumption the consumer has of the brand, as a personified entity, to agree to have a predictable and consistent action with expectations while maintaining this orientation in time with goodwill”* (Grurviez and Korchia, 2002 p.22)<sup>19</sup>. Also, Delgado-Ballester (2004) describes this concept as *“The confident expectations of a brand’s reliability and intentions in situations entailing risk to the consumer.”* Finally, another description for trust is from Morgan and Hunt (1994, p.23):

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<sup>19</sup> Translation for the french definition of trust from Gurviez and Korchia (2002): La confiance est “la présomption par le consommateur que la marque, en tant qu’entité personnifiée, s’engage à avoir une action prévisible et conforme à ses attentes, et à maintenir avec bienveillance cette orientation dans la durée”

*“It exists when one party has confidence in the exchange partner’s reliability and integrity”* This last definition from Morgan and Hunt (1994) is the one that seem perfect to adopt for this research. Consumers, are expecting brands or enterprises to communicate their CSR engagements through a reliability and integrity basis

## **II-2.2 Dimensions of trust**

Grurviez and Korchia (2002) assert that, for its successful development, trust has three different dimensions: credibility, integrity and benevolence. However, credibility and benevolence of the partner are the main presumptions for the existence of trust (Mussol, 2014). First, credibility is the brand capacity to keep its promises and to fulfil consumers’ expectations. Second, benevolence is the consumer perception that the brand is there for them; it is a transparent and non-opportunistic behavior. According to Moorman et al., (1993) trust has two components: (1) A psychological component which leads consumers to be confident, and (2) A sociological component which leads consumers to rely on the exchange partner. In fact, the psychological component depends on the evaluation of the partner’s expertise, reliability and intentionality, which leads to an appraisal of its trustworthiness. The second is more linked to the vulnerability and uncertainty of the trustor. Brand trust relies on company credibility, and the showing interest about their consumers’ satisfaction (Sirieix and Dubois, 1999). Also Delgado-Ballester (2004) conceptualize trust in two dimensions: brand reliability and brand intentions.

Finally, Ganesan and Hess (1997) distinguish two different dimensions of trust: credibility and benevolence. For example, they described credibility as *“the partner’s intention and ability to keep their promises”* and benevolence as *“the qualities, intentions and characteristics attributed to the partner to demonstrate an authentic concern and care through sacrifices that exceed a purely egocentric profit motive.”* These two dimensions will be in the interest of this study, as in order to communicate social responsibility a brand will need to be perceived as credible and transparent in order to develop trust. A mutual dialogue and collaboration between consumers and brands need to be shared (Berry, 1995). In fact, trust has a direct effect on relationship outcomes (Crosby et al., 1990)

## II-2.3 Trust as a fundamental outcome on Relationship Marketing

We are facing a period where markets across several categories are becoming saturated, consumers have an unending of products and choices, and the option for consumers to buy their products or services can be not only offline, but also online and worldwide (Boysselle et al., 2013). Competition is fierce among brands for getting and retaining consumers. In a global social networking era, where dialogue between people is faster and very often, brands more than ever should be closer to their consumers and personalized his dialogue to their consumers by tailoring their offerings. Therefore, the development of relationship marketing with consumers is strategic for enterprises.

Berry (1996) asserts that *“trust may be the single most powerful relationship marketing tool available to a service company”*. Nevertheless, Morgan and Hunt (1994) declare that two fundamental factors, trust and commitment, must exist for a relationship to be successful.

Relationship marketing is an efficient way that companies have to understand and respond to consumer’s needs and preferences in order to build meaningful connections (Fournier, 1998) and establishing, developing, and maintaining successful relational exchanges (Morgan and Hunt, 1994). Both constructs are the most used dimensions (Aurier and N’Goala, 2010). However, trust is determinant for commitment (Gurviez and Korchia, 2012) and a vital construct in relational exchanges (Dwyer et al. 1987).

Different definitions and concepts for relationship marketing have been proposed in the literature. For example, some consider it is a strategically asset for the organization (Benamour and Prim, 2000), others believe that it is a set on interactions and networks (Gummesson, 1994) or even an organizational value or philosophy (Sin et al., .2005). According to Aurier et al., (2009) relationship marketing is *“consumer’s perception that a brand strongly wants and is able to pay particular attention to its consumers and forge tight and specific links with them”*. Keeping consumers forever is a key aim of relationship marketing strategies, as it is a key parameter of consumer lifetime value (N’Goala, 2008).

Finally, Berry (1995) defines relationship marketing as “*attracting, maintaining and enhancing consumer relationship*”.

### **The value chain**

During the exchange process, value is given and received (Day, 2000). The better value is delivered by the firm; the better is the consumer relationship (Christopher, 1996). These benefits can be received not only as a form of reduction risk in purchase services, but also as a social individual benefit, such as the feeling of recognition and importance (Berry, 1995). According to Fournier (1998) through (Mussol, 2014), there are three different benefits as relationship marketing outcomes: functional, psychosocial or emotional. The functional benefit is related to the utility, physical and practical brand; emotional is related with feelings; and social benefits related to consumers identity.

However, other authors refer relationship marketing not only as a relationship between the company and their consumers, but also with their stakeholders (Bonnemaizon et al., 2007; Gronroos, 1994; Gummesson, 1994). It is a useful tool to develop Relationship Marketing in an operational form of CRM “Consumer Relationship Management”. According to Sheth and Parvatiyar (2001) “Consumer Relationship Management is a comprehensive strategy and process acquiring, retaining and partnering with selective consumers to create superior value for the company and the consumer”.

Finally, Aurier et al., (2001) declare that perceived value through their cognitive and experiential dimensions are determinant for trust. In fact, perceived value is an indicator of consumer brand relationship with perceived quality, satisfaction and commitment which in turn impacts loyalty. This relational chain is presented in figure 18.



*Figure 18 - The relational chain from Aurier et al, 2001 adopted from Mussol, 2014*

## II-2.4 Effect of trust in organizations

In terms of enterprise reputation building, trust is a key element. Chaudhuri and Holbrook (2001) define organization trust as “*the consumer’s belief that a company will act in the best interest of its consumers and keep what the firm promises*”. In a sense, it is an essential factor of communication for the enterprise. An example with the opposite situation is the “Horsemeat scandal” in France and U.K., where manufacturers like Findus, were selling horsemeat instead of beef meat in their frozen meals, consumers’ focus on sanitary conditions increased and their brand trust declined. This event was an expensive fault for the manufacturer as frozen burgers fell up to 43% (Guardian newspaper, 2013)<sup>20</sup>.

Thereafter one motivator to improve the behavior of the business and their suppliers would be increasing in transparency through communication (Hoffmann and Hutler, 2012) which is according to Matten (2007) one of the most important factors to reduce the risk and improve trust.

## II-2.5 Trust and communication

There is a large body of research examining the relationship between communication and trust (Stevenson and Gilly, 1991; Ruppel and Harrington, 2000 and Harry, 2006). The concept of “Trust communication” has been defined as “*expectancy held by an individual or group that word, promise, verbal or written statements of another individual or group can be relied upon*”(Anderson and Narus, 1984). Some authors declare that communication is the one that affects trust formation. However, several other studies hypothesized and concluded that trust precedes effective communication and is an important determinant for trust building (Chory and Hubbell, 2008). As a result, the relationship between these two variables seems to be a complex one and it is difficult to

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<sup>20</sup> <http://www.theguardian.com/uk/2013/feb/26/frozen-burger-sales-fall-horsemeat-scandal>

assume a concrete direction of this relationship, which triggers a debate in the research literature (Zeffane et al., 2011).

Allert and Chatterjee (1997) gave evidence through their research that corporate culture tend to shape the nature and effectiveness of corporate communication which in turn triggers the likelihood of a trusting culture. Also Ball et al., (2004) declare the role of communication and trust in explaining consumer loyalty. Their research show that both trust and communication affect consumer loyalty, also they assert that communication is an antecedent of trust. In other words, trust and communication go hand in hand. The attention to the quality and frequency of communication goes a long way toward creating an atmosphere of trust. (Zeffane et al., 2011). In fact, they explored the relationship between communication, trust and commitment between managers and employees. They declare that there is a strong correlation between communication and trust, with commitment. Their study gave evidence that trust is forged and maintained through effective communication. Sharing of values, help the development of trust, such as communicating valuable information and avoiding opportunistic behavior.

## **II-2.6 Trust and CSR communication**

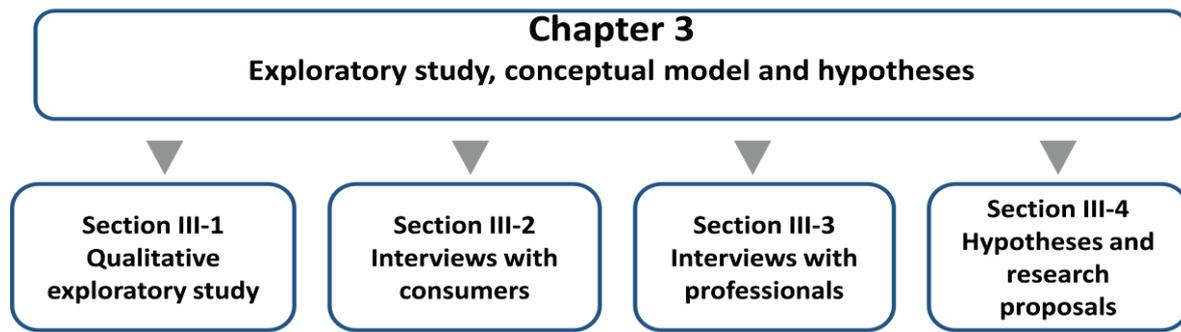
Eisenegger and Schranz (2011) assert that a factor that can enhance trust on CSR communication is the ability to communicate CSR engagements through the third-party reporters For example, Mutch and Atiken (2009) declare that the collaboration of NGO's in the business communication strategy is key for consumer's trust. In fact, trust is not only a social mechanism, but also a communicative one (Forehand and Grier, 2003). Also, empirical studies have shown that consumer's perceptions of corporation's efforts to be socially responsible by engaging into environmental activities directly affects consumers trust and indirectly affect their purchase intentions from a positive worth of mouth about the enterprise (Kang and Hustvedt, 2014). Moreover, Pivato et al., (2008) assert that trust is the key explaining the success or failure of the CSR activities adopted by a company. Also, Bealz and Peattie (2012), empirical results give evidence that consumers exposed to

an environmental marketing campaign have a positive attitude towards the brand and are willing to pay higher prices.

## Summary

This chapter explores the conceptual implications about perceived value and trust through a classical literature review. Thereafter, findings show how both approaches appeared relevant to the concepts of CSR and communication. For example, the literature of perceived value links the concept of CSR through their cognitive and utilitarian benefits and show how this link can enhance consumer value. Also, the link between trust and communication describe how an efficient communication can impact consumers trust. Thereafter, these analyses give evidence of a possible interaction of the constructs together. As a result, in order to propose and justify a conceptual model a further exploratory research will be conducted in Chapter 3.

## **Chapter 3: Sources of value and obstacles on CSR communication: An exploratory research**



*Figure 19 - Organization of Chapter 3*

## Introduction

In this chapter, the research grounds all the concepts that have arisen from the literature review, and consider to what extent the design of the research question is judicious for the study. Today, there are no researches concerning the effects of CSR communication on brand perceived value, even when this theory is a relevant factor for a successful marketing communication strategy.

*As a result, the aim of this chapter is to show the results from our qualitative research conducted to 10 consumers and 6 professionals in order to identify which consumer values emerge from the CSR communication perception. Thereafter, a conceptual model was designed and a group of hypotheses were set up.*

The first part of this chapter begins by describing the techniques used for the exploratory methodology, the analysis and the results obtained from each series of semi- directive interviews conducted to consumers and professionals. The second part of the chapter includes a description about the conceptual model. Finally, this chapter concludes with the statement of a group of hypotheses and the design of a conceptual model, which will guide the study in the methodology for the experimentation research.

## **Section III-1 Qualitative exploratory study**

### **III-1.1 Method Objectives**

As presented previously in the study, Chapter I stress the characteristics of CSR communication. Among them, consumer positive brand evaluations and attitudes arise from it. However, there is also evidence of consumers' negative perceptions such as "greenwashing" or misleading business communication which leads to consumer scepticism. Moreover, in Chapter II, Trust and communication appear as the ability of the brand to deliver an efficient communication strategy towards the consumer in order to gain his trust. All the above mentioned characteristics seem to be relevant for the study. In addition, scholars have called for more specific model development and better defined process to predict outcomes of CSR communication. Therefore, a qualitative approach was conducted in order to clarify and complement the latent variables for this aim.

### **III-1.2 Exploratory Method**

According to Gavard-Perret et al., (2012), one major feature of qualitative research is that this should focus on naturally occurring, ordinary events in natural settings, so that we have a strong handle on what real life is. Previously, similar qualitative methods have indeed been applied by other authors in order to study consumer behavior related to CSR (Green and Peloza, 2011). However, they don't work specifically on the identification of concrete benefits on brand perceived value and trust. The analytical technique for this study is based on the identification and then grouping of the themes from the transcription and then the coding of responses (Bardin, 2003). This method is used in order to be time efficient. Berelson (1971) suggests that content analysis is "objective, systematic, and quantitative." The criteria of selection used in the content analysis must be sufficiently exhaustive to account for each variation of message content (Silverman, 1993). Also, Babbie (2001) assert that this method is essentially a coding operation and it can be defined as "*the study of recorded human communication*". The classical content analysis

is essentially counting the number of occurrences on specific “quotes” per category, assuming there is a relationship between frequency of content and meaning.

## Section III-2 Analysis and results from interviews with consumers

### III-2.1 Exploratory interviews

This section presents the analysis and results of the exploratory study. We conduct two series of interviews as seen in table 13. The first series of interviews were conducted to consumers, the second one were conducted to SME’s experts in the food industry.

Study	Description and objectives
Qualitative study to consumers	Semi-directive face to face interviews to explore the concept of Corporate Social Responsibility (CSR), to understand the perception of enterprises with a CSR communication and to identify their motivations and obstacles for a positive impact towards this sort of communication.
Qualitative study to CSR SME experts	Semi-directive face to face interviews to explore their perception of CSR, their motives for CSR engagements, business CSR activities and perceptions about the motivations or obstacles from their CSR business towards consumers.

*Table 13 - Description for the qualitative research field*

### **III-2.2 Consumers interviews**

For the first qualitative study, participants were ten French consumers aged between 18 and 75 years of age. They were recruited for personal semi-structured interviews. The aim for this exploratory research was to confirm our conceptual framework which had been pictured from the literature review. This qualitative step allowed us to prepare the framework and methodology for the confirmatory phase, the redefinition of variables for a clear construction of hypothesis and the search for relevant scale measures for the confirmatory research. In order to select the respondents, a snowball method of recruitment was processed (Miles and Huberman, 1994). In this method, participants with whom contact has already been made can use their social networks to refer the researcher to other people who possibly can collaborate to the study. As a result, we contacted informants by e-mail or telephone in order to organize a personal interview. Interviews were conducted in several towns in the south of France. They lasted about half an hour, and they were conducted at the interviewee's home. The conversations were recorded and then transcribed (verbatim). Subsequently, each transcript was reviewed, analyzed and discussed in detail with other researchers. The sample for the interviews including 10 consumers and their profile is summarized in table 14. Also, the consumer's interview guide can be seen in Appendix (2)

Name	Age	Gender	Location	Occupation
Christelle	between 30 and 40 years	female	Chadouillet (Ardèche)	High School professor
Michel	between 65 and 75	male	Chadouillet (Ardèche)	Retired Architect
Frederique	between 35 and 45	female	Chadouillet (Ardèche)	Psychologist
Gerard	between 60 and 70	male	Petit Brahic (Ardèche)	Retired (Associate Manager)
Josette	between 65 and 75	female	Gagniers (Gard)	Retired Sales
Yann	between 35 and 45	male	Montpellier	Merchant Navy
Alba	between 35 and 45	female	Perols	University Professor
Vanessa	between 35 and 45	female	Marsillargues (Pays de Lunel)	works at home
Cecile	between 35 and 46	female	Marsillargues (Pays de Lunel)	Sales Manager
Ana	between 35 and 47	female	Marsillargues (Pays de Lunel)	works at home

*Table 14 - Consumers profile for the exploratory method interviews*

### **III-2.3 Consumers' interview guide**

The use of a semi-structured interview, allowed the participants to discuss general research questions in order to get a better idea about the topic. The main topics in the interview guide were: the definition and dimensions of CSR, and the perception, motivations and obstacles for a positive perception of CSR communication. The sample group included 3 males and 7 females, ranging from 30 to 75 years old. Profession, income level and marital status varied among participants. The interview guide was updated and modified based on the experience of the first two interviews, to clarify questions and to obtain more accurate

results. The interview guide is presented in the Appendix 2. Figure 20 presents the different dimensions of the interview guide:

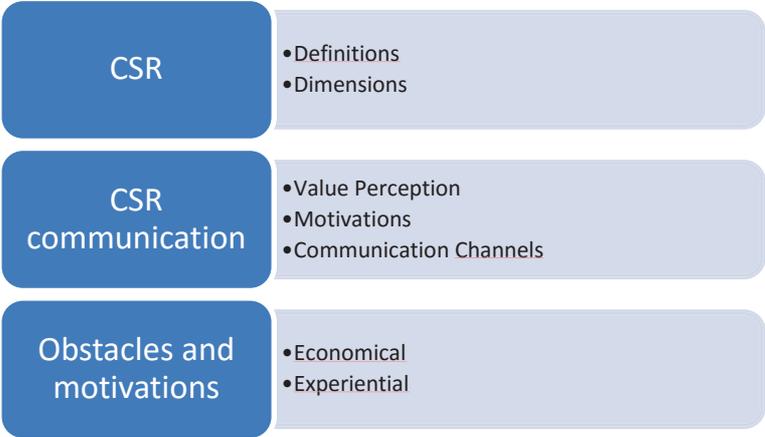


Figure 20 - Consumers Interview guide main topics

**Results related to CSR definition and dimensions**

It should be noted that interviews took place at a time when consumers were especially sensitive to the current political and economic situation .e.g. (The presidential elections in France in 2012, and the current economic and social crisis from 2008-2009). In this context, issues such as: purchasing power and social justice are especially sensitive.

We would like to highlight a number of key findings, regarding various topics in this section. First, we found that for interviewees, CSR has three clear dimensions: economic, environmental and social with a subdivision by internal and external CSR activities. First, the economic dimension is considered by our interviewees, as the CSR dimension related to business growth and profit. When, interviewees were asked to provide the definition of a socially responsible business, they stated that even if businesses are considered socially responsible, maximizing profits still remains as their main objective.

**E.g.: Economic internal activities:**

*“For me it is a business whose main aim is to be profitable” (Vanessa)*

**E.g.: Economic external activities:**

*“Banks try to invest in socially responsible companies, rather to invest in ordinary companies.”(Yann)*

Also, the environmental dimension is considered as the CSR contribution to environmental issues. In fact, the majority of interviewees noted business environmental concerns such as: the control of toxic waste and its safe treatment, the implementation of a cleaner production process and fighting air and land pollution. Additionally, interviewees suggested that local producers and SMEs seem to be more environmentally conscientious than multinationals. For example:

**E.g.: Environmental internal activities:**

*“A company should have internal policies in order to have the minimal environmental impact, like: limiting their paper consumption, or limiting their energy use and promoting recycling.”(Yann)*

**E.g.: Environmental external activities:**

*“It is concerned (the enterprise) with environmental issues, and everything that surrounds it, for example avoiding toxic waste to avoid pollution” (Alba)*

*“A CSR enterprise is also an enterprise that is going to help the environment in order to benefit the human health and wellbeing” (Michel)*

*“So for me, a socially responsible enterprise vis-à-vis citizens, will have a more environmental and human behavior while producing” (Ana)*

In terms of social dimension, interviewees perceived this as the direct relationship between CSR and employee’s quality of life, social justice and human rights. Consumers’ reported that socially responsible businesses should behave ethically with their employees. To illustrate this point, they mentioned the promotion of fair salaries for workers, quality of life in the workplace and the importance of free time with their families.

**E.g. Social internal activities:**

*“For a company to be considered socially responsible it must have a salary policy, it is a company who cares about its employees” (Yann)*

*“For me, it is a company that not only cares about making money, but also cares about their employees’ wellbeing and society at large (Cecile)*

Finally, interviewees indicated that CSR businesses are more likely to care about social justice and provide economic support in developing regions of the world such as Africa and Latin America.

**E.g. Social external activities:**

*“CSR companies help people in small villages, by giving them jobs, hiring young people, or helping to build a school in poor countries”(Christelle)*

*“They (CSR companies) can help developing countries as well” (Cecile)*

According to Temri and Fort (2009), researchers consider that in management science, CSR is a managerial application of the three pillars of sustainable development. Also, it is consistent with Woods, (2010) and her Corporate Social Performance Model, (CSP), showing: *“the effects on people and organizations, the effects on the natural and physical environment and the effects on social systems and institutions”*. The three dimensions defined by the interviewees, are also consistent with those of our conceptual framework from Carrolls (1979, 1991) and the CSR Pyramid Model: economic responsibilities, legal responsibilities, ethical responsibilities and philanthropic responsibilities. A summary of these results is presented in table 15:

CSR dimensions	Interviewees verbatim related to CSR dimensions
Economic internal activities	<i>“For me it is a business whose main aim is to be profitable” (Vanessa)</i>
Economic external activities	<i>“Banks try to invest in socially responsible companies, rather to invest in ordinary companies.”(Yan)</i>
Environmental internal activities	<i>“A company should have internal policies in order to have the minimal environmental impact, like: limiting their paper consumption, or limiting their energy use and promoting recycling.”(Yan)</i>
Environmental external activities	<p><i>“It is concerned (the enterprise) with environmental issues, and everything that surrounds it, for example avoiding toxic waste to avoid pollution”(Alba)</i></p> <p><i>“A CSR enterprise is also an enterprise that is going to help the environment in order to benefit the human health and wellbeing” (Michel)</i></p> <p><i>“So for me, a socially responsible enterprise vis-à-vis citizens, is going to have a more environmental and human behavior while producing” (Ana)</i></p>
Social internal activities	<p><i>“For a company to be considered socially responsible it must have a salary policy, it is a company who cares about its employees” (Yan)</i></p> <p><i>“For me, it is a company that not only cares about making money, but also cares about their employees wellbeing and society at large (Cecile)</i></p>
Social external activities	<p><i>“CSR companies help people in small villages, by giving them jobs, hiring young people, or helping to build a school in poor countries”(Christelle)</i></p> <p><i>“They (CSR companies) can help developing countries as well” (Cecile)</i></p>

Table 15- Interviewees verbatim related to CSR dimensions

## **Results related to CSR communication, value perception and trust**

As the discussion with consumer's moves from a definition of a CSR company to CSR communication perception, we found that consumers recognized spontaneously two main channels of communication for the enterprises which are engaged in CSR activities in the food industry: First, packaging with labels such as fair trade and organic (AB) and the website. Also, they found that there are mainly two kinds of CSR messages towards consumers: environmental and social. During our interviews, we asked participants to share their feeling about whether or not they would purchase enterprises with a CSR communication. The majority of the interviewees reported buying these kinds of products made them feel good. The idea of contributing to the environment evoked positive feelings; buying products from engaged enterprises toward societal activities make consumers feel engaged and proud.

Finally, some respondents claimed to share with CSR enterprises their beliefs and values which at the same time enhanced their trust to them. For example, enterprises guaranteeing harmless methods of production for their stakeholders such as: farmers in developing countries, their employees or assuring safety processes of traceability, and complying with quality norms were a criteria that generated trust toward an enterprise.

Results from the qualitative research gave us an insight on consumer's perceived value that arises from a CSR communication impact: Firstly, the sources of value that raised from CSR communicating are clearly: social value and the ethical value. Secondly, trust is also an outcome that can be generated from these kinds of enterprises.

For example, the social value has been described in the literature as the utility derived from the product's ability to enhance social self-concept (Sweeney and Soutar, 2001). Also, the ethical value is described by Holbrook (2006) as *"a concern for how my own consumption behavior affects others where this experience is viewed as a self-justifying end-in-itself."* As a result, the study give evidence of two new constructs: social and ethical values, which arises from this qualitative exploratory analysis in order to complete our conceptual model. The following quotes are describing the three previous variables:

**E.g. Social value outcomes:**

*“I feel proud, because when I am buying (products from engaged enterprises) I am helping producers to obtain quality products” (Michel)*

*“I feel proud enough of myself (buying a product from a CSR enterprise), as I say to me: look you take well care of your family and the society” (Ana)*

*“I say to myself that with this behavior (buying a product from a CSR enterprise), I contribute for a better environment, and then, I simply think of my children.” (Christelle)*

Also, a product with a CSR communication in the food sector generated a state of support and satisfaction by collaborating in environmental or social justice projects.

**E.g. Ethical value outcomes:**

*“I prefer to collaborate with people who love their work, because they are well paid, and can contribute to their families well-being, and also because their work brings them satisfaction.”(Michel)*

*“I am in solidarity to people, even more from products (Fair Trade) coming from developing countries, if I can I buy those products” (Alba)*

*“I would make an effort to buy products that come from African countries, which produce fair trade cacao or coffee...” (Yann).*

**E.g. Trust outcomes:**

*“When I hear from my family and friends to talk about an enterprise that treat their employees with dignity and respect I trust the company and then I bought products from them” (Alba)*

*“I trust all those French enterprises that I know they don’t use pesticides on their products and have a transparent traceability, usually they are SME and not big enterprises like Findus...” (Ana)*

A summary of these results is presented in table 16:

CSR communication value benefits	Interviewees verbatim related to perceived value
Social value outcomes	<p><i>“I feel proud, because when I am buying (products from engaged enterprises) I am helping producers to obtain quality products” (Michel)</i></p> <p><i>“I feel proud enough of myself (buying a product form a CSR enterprise), as I say to me: look you take well care of your family and the society”</i></p> <p><i>“I say to myself that with this behavior (buying a product from a CSR enterprise), I contribute for a better environment, and then, I simply think of my children.” (Christelle)</i></p>
Ethical Value outcomes	<p><i>“I prefer to collaborate with people who love their work, because they are well paid, and can contribute to their families well-being, and also because their work brings them satisfaction.” (Michel)</i></p> <p><i>“I am in solidarity to people, even more from products (Fair Trade) coming from developing countries, if I can I buy those products” (Alba)</i></p> <p><i>“I would make an effort to buy products that come from African countries, which produce fair trade cacao or coffee...” (Yann).</i></p>
Trust outcomes	<p><i>“ When I hear from my family and friends to talk about an enterprise that treat their employees with dignity and respect I trust the company and then I bought products from them ” (Alba)</i></p> <p><i>“I trust all those French enterprises that I know they don’t use pesticides on their products and have a transparent traceability, usually they are SME and not big enterprises like Findus...” (Ana)</i></p>

Table 16 - Verbatim related to perceived value outcomes from CSR communication

### Results related to obstacles for a positive impact on CSR communication

We found two main obstacles inhibiting a consumer’s positive perception of CSR communication: Purchasing power concern and scepticism. First, there seems to be a clear concern among consumers with regards to their purchasing power. Interviewees suggested

that products with a CSR communication are aimed at higher economic and social segments, since these products are more expensive than mainstream products. Consumers reported feelings of helplessness, as they could not buy all products of this kind that they would normally like to buy for the wellbeing of their family and their own satisfaction. For example:

**E.g. Consumer Purchasing Power concern:**

*“Not everybody can afford products from environmentally engaged enterprises due to concerns about their purchasing power, we decide that we don’t have the (economic) option to buy for example, organic vegetables or organic products, because prices are already high without being organic, so it is not easy for most families” (Christelle).*

*“If I buy products from socially engaged enterprises, it’s because they are not five times the price of an ordinary product, otherwise I won’t buy them” (Gerard)*

In addition, another obstacle in relation to CSR business is scepticism. Consumers feel that they lack enough information in order to judge if an enterprise is actually contributing to social or environmental activities or not and consequently they feel cheated. Also, interviewees believe that businesses have a hard time following the CSR policies, so they only choose to be partially compliant. Finally, consumers think that based on the pretext of being CSR, enterprises can be more profitable. Nevertheless, consumers indicated that information about products via word of mouth increases credibility of CSR communication.

*“They (businesses) do it (communicate CSR) for money, of course, because it is a marketing strategy that works very well.” (Vanessa)*

*“Enterprises want to emphasize, that despite being capitalists they are responsible entities... surely a marketing strategy” (Cecile)*

*“Really responsible (I don’t know), by seeing how things are in my enterprise. We have the label ISO 1401 ....and it is impossible to respect it a hundred percent” (Yann)*

The summary of these results is presented in table 17:

Obstacles for a positive impact on CSR communication	Description and objectives
Purchasing power concern	<p><i>“Not everybody can afford products from environmentally engaged enterprises due to their concerns about their purchasing power. We decide that we don’t have the (economic) option to buy for example, organic vegetables or organic products, because prices are already high without being organic, so it is not easy for most French families”</i>(Christelle).</p> <p><i>“If I buy products from socially engaged enterprises, it’s because they are not five times the price of an ordinary product, otherwise I won’t buy them”</i>(Gerard)</p>
Scepticism	<p><i>“They (businesses) do it (communicate CSR) for money, of course, because it is a marketing strategy that works very well.”</i>(Vanessa)</p> <p><i>“Enterprises want to emphasize, that despite being capitalists they are responsible entities... surely a marketing strategy”</i> (Cecile)</p> <p><i>“Really responsible (I don’t know), by seeing how things are in my enterprise. We have the label ISO 1401 ....and it is impossible to respect it at hundred percent”</i> (Yan)</p>

Table 17 - Verbatim related to obstacles to a positive impact on CSR communication

### Section III-3 Analysis and results from interviews with professionals

This part of the study aims to present the professional’s perceptions in relation to the concept of CSR and their communication, their engagements on CSR and their business perception regarding consumer’s outcomes. Consequently, different interviews were

conducted with directors of SMEs in the food industry (seafood and fruit, nuts and seeds), the director from a French wine association and three consultant managers. The latter two ones provided consulting services, covering CSR governance strategy, and its implementation to SME's and multinationals. The characteristics of the enterprises are presented in table 18. Also, the interview guide is shown in Appendix (3)

Enterprise	Definition	Location
Agrosourcing	SME specialized in the importation of fruits and nuts issue from the fair trade market from developing countries.	Aix-en-Provence, France
Medithau	SME specialized in the commercialization of sea food specially food shell fish. Awarded by Carrefour for their sustainability business programs.	Marseillan, (The Thau Lagon in South of France)
Sud vin Bio	An inter-professional association that contributes to promote SME of organic wine of Languedoc-Roussillon, France	Montpellier
Face Hérault	An association that provides active support to SME for CSR engagements.	Montpellier
Afnor	An international services delivery network that supply the normalization for the ISO 26000 standard (CSR)	Montpellier
Coop de France	It is an economic organization of farmers with the aim to pool their means of production, processing and marketing for their agricultural products. They are pioneers in the development of quality signs and origin label (red label, AOC, IGP) they also developed the Agri-trust French standard « NF V01-007	Montpellier

*Table 18 - Profile of enterprises for the qualitative research toward professionals*

### III-3.1. Professional interview guide

Interviews with experts allow us to get a better picture of how managers define CSR, what kind of CSR activities they implement into their business strategy, their challenges to communicate with CSR principles, and to understand when they face performance pressure or motivation to engage in CSR activities. Figure 21 illustrates the interview guide main topics. Also, the profile for each enterprise can be seen in Appendix (1)

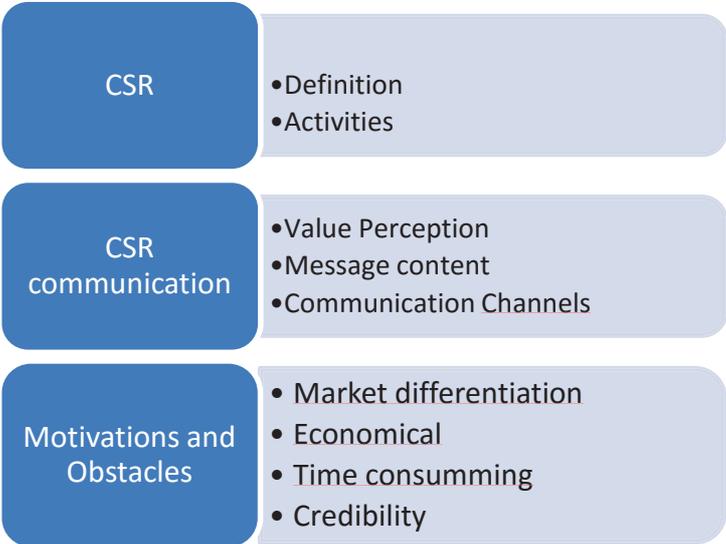


Figure 21 - Consumers Interview guide main topics

#### CSR Definitions and Dimensions

Whilst the three consultant managers were aware of the term CSR, two out of three managers in the food industries had not heard about CSR or they found it complicated and problematic to define this. However, they have proven record in CSR related activities, such as employee related initiatives, environmental management or community initiatives. The perceived dimensions of CSR by our professional interviewees were: economic, which

breaks down in two sub-concepts: “local products” and “quality attributes”, as well as environmental and social dimensions.

**E.g. Definition of CSR:**

*“For me the concept of CSR is not clear at all” (Food Industry)*

*“The concept of CSR is not very well known to our clients” (Consultant)*

*“Could you please describe me the concept of CSR?” (Wine industry)*

*“ CSR is about quality and environmental procedures, work safety and then the wish to go further in the field of social equity” (Consultant)*

**Results related to professional perceptions regarding CSR**

As the discussion with professionals’ moved from the definition to the perception of CSR, consultants and directors agreed that a focus for business CSR activities is to obtain their stakeholders well-being. They broke down the meaning of well-being into several components such as: consumer’s health, work-balance for employees, pollution-free, etc. Also, revelations from the interviews show that professionals generated a source of empathy with regards to enterprises CSR values such as: transparency, integrity, commitment to employees and communities from developed countries as well as for the environment protection. They say that all these values are important for consumers.

**E.g. Perception of CSR:**

*“Most of my consumers are loyal as they are sensitive to the values we convey in our enterprise” (Food Industry)*

**Results related to CSR Communication**

Initial analysis of interview transcripts related to CSR communication, showed valuable information for this study. First of all, informants agreed that CSR communication should be followed by concrete facts, evidence, and real measurements, opposed to simply being green images and superficial messages based on fictitious information. They state, that

consumers use to have motives towards CSR communication for practicing green-washing. As a result, a consultant declared that some SMEs prefer discretion.

Also, they believe that promoting a company's image as socially responsible would require disclosure of information which sometimes can be too risky to the enterprise. "Pour vivre heureux, vivons cachés". On the other hand, another respondent, a director in the food industry, declared having a positive business reputation which he thinks is generated by their CSR communication. However, he claimed that poor CSR practices can be extremely damaging for the enterprise reputation. For example, He made reference to the Findus scandal in 2013 as a matter of lack of quality and traceability.

In addition, interviewees provided personal perspectives regarding to CSR principles. For example, they acknowledged that most consumers feel lost in a shop in front of a large amount of products containing environmental and social messages. In fact, CSR communication should be easy to read and retain for consumers.

Most interviewees mentioned some of which were the most frequent communication channels for their CSR strategy. As a first choice, most of them mentioned the packaging and the website. However, one of them highlighted that she believed that consumers rarely go to an enterprise website and search information related to the enterprises CSR activities, as they don't have the time to do so.

Furthermore, she declared to have a community manager that takes care for the CSR communication through the social media in her enterprise. In fact, she believes that this communication channel has more and more influence on stakeholders, especially consumers. Comparatively, another interviewee, from the food industry, reported that they used to hire PR (public relations) companies to put out press releases and cover factual events of the enterprise like the donation of 1 euro to "Médecins sans frontières" (Doctors without borders)<sup>21</sup> for every bottle of wine sold. Therefore, they display these events

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<sup>21</sup> Médecin sans frontières is an international NGO and a Nobel prize laureate best known for its projects in war-torn regions and developing countries facing endemic diseases (<http://www.msf.fr/>)

through online ad magazines targeted to this sector. This communication channel can have a stronger impact on consumers and it has more credibility.

**E.g. CSR communication:**

*“For example, there are 800 brands displayed on a supermarket shelf, how can consumers read or pay attention to the CSR communication of a brand? Consumers don’t have the time... others just don’t believe about CSR activities”* (Wine industry)

*“Today, if I buy responsible products, I won’t feel like going to his website to search more about their CSR activities... I think that nobody does it!”* (Food Industry)

*“CSR communication has moved to the traditional media to social media, which have a huge influence on consumers”* (Consultant)

**Results related to motivations for engaging in CSR**

Interviewees reported that there are several motivations for engaging in CSR. Firstly, they felt they were ahead of many enterprises from the same industry. They claim to have a strategic differentiation and a better market position by engaging in CSR activities. In addition, they claim to receive governmental subsidies. Moreover, the French legislation seems to be a motivation factor for some enterprises, as it encourages them to be involved in CSR activities. For example, The Grenelle environment roundtable which aims to define the key points of public policy on ecological and sustainable development issues over the following years is a way for enterprises to be engaged to environmental or social activities. As a result, they feel more encouraged to engage into CSR activities for a better governance and durability of their enterprises and also to avoid governmental future sanctions. Finally, they declare to be gratified when they are having an outstanding behavior towards their stakeholders.

**E.g. Motivations for engaging in CSR:**

*“The main motivation for me (to engage in CSR) would be to appear more competitive than the rest of the enterprises in my domain”* (Food Industry)

*“Managers are convinced that CSR create value for the company. It is a source of competitive advantage”* (Food Industry)

*“In order to anticipate governmental laws coming in the future related to environmental or social issues, we are implementing CSR activities from today!”* (Consultant)

### **Results related to obstacles for engaging in CSR**

Internal and external constraints related to CSR activities were highlighted in the interview. Even when informants said that they would like to adopt more social and environmental activities, they usually did not have the time for it. Informants assert that they need to survive and be profitable, so getting a healthy operating plan and positive turnover takes the majority of their time. Also, consultants agreed that engaging in CSR enterprises does not bring short term economic benefits, they seem to be intangible. Also, the CSR development practices are seen as time and costly constraints, resulting in important organizational changes that do not bring expected benefits in return. For example, they would need to hire employees specialized in CSR or the implementations of new R&D in order to reduce energy or waste, which is an extra business investment etc. In addition, there is a combat for the bureaucratic task to engage to these practices which is also time consuming. In line with these issues, they perceive that the consumer’s main obstacle is scepticism.

#### **E.g. Obstacles for engaging in CSR:**

*“Mangers need to deal with many tasks and solve several problems of the enterprise at the same time, so there is no time left for (implementing) CSR activities...”*

*“Consumers doubt about enterprises claims regarding CSR communication”*

*“There is a level of consumer scepticism that often makes consumers doubt”*

Table 19 presents the summary of the results previously mentioned.

Outcomes from the interviews with professionals	Professional verbatim
Definitions of CSR	<p><i>“For me the concept of CSR is not clear at all” (Food Industry)</i></p> <p><i>“The concept of CSR is not very well known to our clients” (Consultant)</i></p> <p><i>“Could you please describe me the concept of CSR?” (Wine industry)</i></p> <p><i>“CSR is about quality and environmental procedures, work safety and then the wish to go further in the field of social equity” (Consultant)</i></p>
Perception of CSR	<p><i>“Most of my consumers are loyal as they are sensitive to the values we convey in our enterprise” (Food Industry)</i></p>
CSR communication	<p><i>“For example, there are 800 brands displayed on a supermarket shelf, how can consumers read or pay attention to the CSR communication of a brand? Consumers don’t have the time... others just don’t believe about CSR activities” (Wine industry)</i></p> <p><i>“Today, if I buy responsible products, I won’t feel like going to his website to search more about their CSR activities... I think that nobody does it!” (Food Industry)</i></p> <p><i>“CSR communication has moved to the traditional media to social media, which have a huge influence on consumers” (Consultant)</i></p>
Motivations for engaging in CSR	<p><i>“The main motivation for me (to engage in CSR) would be to appear more competitive than the rest of the enterprises in my domain” (Food Industry)</i></p> <p><i>“Managers are convinced that CSR create value for the company. It is a source of competitive advantage” (Food Industry)</i></p> <p><i>“In order to anticipate governmental laws coming in the future related to environmental or social issues, we are implementing</i></p>

	<i>CSR activities from today!” (Consultant)</i>
Obstacles for engaging in CSR	<p><i>“Mangers need to deal with many tasks and solve several problems of the enterprise at the same time, so there is no time left for (implementing) CSR activities...”</i></p> <p><i>“Consumers doubt about enterprises claims regarding CSR communication”</i></p> <p><i>“There is a level of consumer scepticism that often makes consumers doubt”</i></p>

*Table 19 - Outcomes from the interviews with professionals*

## **Summary**

The exploratory method was crucial for this research, as consumer value benefits such as social and ethical values arises as positive outcomes from CSR communication. Finally, interviews gave insights in the construction of a group a variables such as: brand perceived value (through social and ethical value), trust, and scepticism and purchasing power concern. Therefore, the group of hypotheses can be posited.

## **Section III-4. Hypotheses and research proposals**

### **III-4.1 Hypotheses**

The study leveraged the literature review to discuss several concepts that form the cornerstone of the research. The qualitative inquiries with consumers and professionals were used to strengthen our research questions. As stated in the literature review and the qualitative research, business CSR communication may enhance consumers' brand perception through ethical, social values and trust. However, we also found obstacles that may affect this positive impact: scepticism and purchasing power concern. As a result, in order to determine if our proposals have the ability to explain, predict, or describe this impact the statement of a group of hypotheses has been design to guide the future study results.

The first bloc of hypotheses describes the heart of our model (H1a-H1f) related to the positive impact between CSR communication and consumers brand perceived value (social and ethical value) and trust. The second group of hypotheses (H2a-H2i) show how the relationship between CSR communication and trust may be amplified by the mediation of perceived value (social and ethical values). Finally, the third group of hypotheses (H4a-H5d) describe how the moderator variables of purchasing power concern and scepticism may alter the relationship between CSR communications and perceived value

### **III-4.2 Direct effects of CSR communication**

#### **Direct effect of CSR communication towards Perceived Value**

According to Holbrook and Corfman (1985), value is “*a relativistic (comparative, personal, situational) preference characterizing a subject’s experience of interacting with some object*”. As mentioned before, there are two different approaches to the concept of value: transactional and experiential. The first one suggests that consumers behave rationally in choosing services and products and maximize utility (Sweeney et al., 1996). The second approach is related to the consumption context. It states that understanding consumer perception of values supposes a comprehensive analysis of the instrumental, affective and symbolic meanings of consumption (Aurier et al., 2006). In line with these findings, Battachayra et al., (2009) explain how a Corporate Social Responsibility strategy provides consumers with numerous benefits (functional and psychological), and how these benefits derive in a good quality of the relationship between consumers and the company. Results from our qualitative inquiries, showed that there are several underlying motivations that drive consumers towards a positive perception on brands with a CSR communication. These include: contributing to a better planet, the capacity to lead consumers in self-enhancement feelings in the eyes of others, the engagement of brands and consumers in a social justice project etc. These findings provide evidence of the existence of a positive effect between consumers’ brand value perceptions and CSR communications. In fact, perceived value occurs at various stages even without the product being bought or used (Sweeney and Soutar, 1991). Then, we believe that when the product is enhanced by a CSR communication, consumers should experience more favorable affect toward the brand.

#### **Impact of CSR communication on Social Value**

Sweeney and Soutar (2001), describe the social value as the utility derived from the product’s ability to enhance social self-concept. According to Sanchez Iniesta et al., (2008), Holbrook combines the two dimensions of social value (extrinsic and other

oriented) in sub categories. The first one is related to the active manipulation of a consumer to make a favorable impression on others. The second one refers to a reactive appreciation of the prestige associated with consumers' possessions. In that sense, CSR communication may be a source of feelings of self-respect feeling and personal worth, by contributing to a common social and environmental cause. These findings support previous empirical research from Green and Peloza (2011), who report that many forms of CSR provide a positive social value. Also, Schmeltz (2012) reveals "that young consumers are guided by self-centered values, rather than society centered values when perceiving CSR activities. I indicates that consumers, especially young consumers, find self-centered values in their benevolent consumptions" Evidence for this is provided by the results from our qualitative research, that show how consumers responses concerning the support with regards to brands with CSR activities, can lead them to the enhancement in the eyes of others. That is to say, the capacity of the brand to define them to the community and this support or action can reflect positively on their self-image (Yoon et al, 2006). In line with these findings, Mintel<sup>22</sup> in 2013 conducted a global market research, showing that consumers are being persuaded to switch to more environmentally friendly products to maintain a "green" image (Leggatt, 2013). In fact, with this attitude consumers won't feel social pressure and avoid a negative stigma. Consequently, our hypothesis are as follow:

*H1a. An exposure to an environmental message will positively affect the social perceived value.*

*H1b. An exposure to a social message will positively affect the social perceived value.*

*H1c. An exposure to a social and environmental message will positively affect the social perceived value.*

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<sup>22</sup> Mintel is considered as the world's leading market intelligence agency. This agency is in charge of doing market research and market analysis for companies, organizations and governments.

## **Impact of CSR communication on Ethical Value**

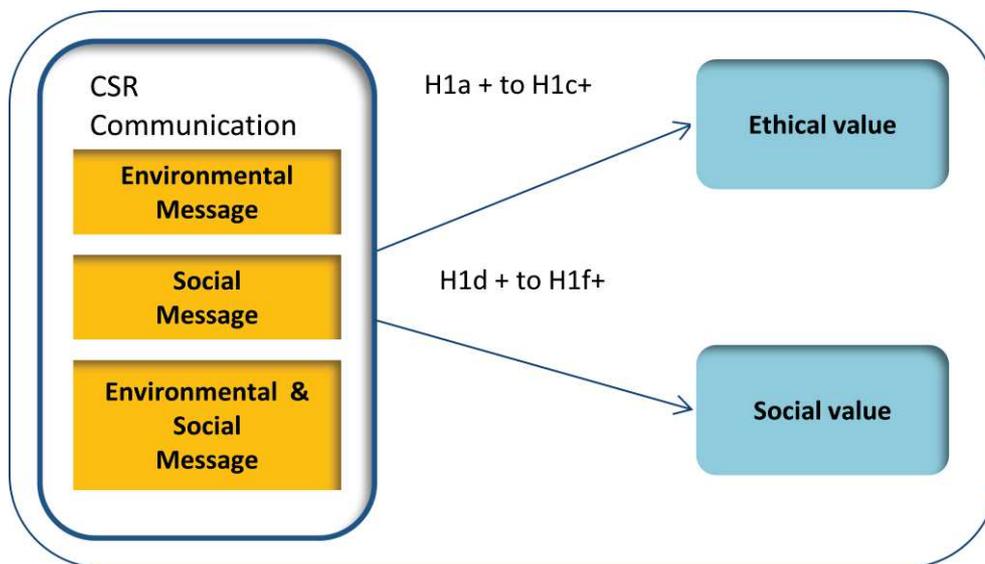
Media is increasingly concerned about ethical issues regarding marketing practices and sustainability (e.g., where marketing promotes responsible consumer behavior with regards to the environment or social issues). As a result, the ethic theory seems to be more and more present in the marketing field (Murphy, 2010). The Aristotelian philosophy describes ethics as *“human actions from the point of view of the rightness or wrongness”* (Gaski, 1999). Also, Reidenbach and Robin (1988), include into their study, five domains relevant to ethical decisions: Deontology, referring to follow ethical rules, Utilitarianism, concerning acting in a manner that will provide the greatest good for the greatest number, Relativism, based on the idea that no universal ethical rules exist, Egoism, involves promoting an individual long term self-interest and Justice, based on the Aristotelian notion that all people should be treated equally. In this study, ethics allude to a utilitarianism dimension, where consumer moral challenges are regarding to the support or engagement of brands with CSR practices towards the positive promotion of society’s wellbeing. Indeed, Holbrook (2006) defines ethical value as *“a concern for how my own consumption behavior affects others where this experience is viewed as a self-justifying end-in-itself.”* For example, in the typology of consumer value referred in Holbrook’s (1999), the concept of ethics value delivers feelings of virtue, justice and morality. For him, the reference of justice regards to a moral end that may be realized when ethics is a consumer value. In line with this description, results from our qualitative research, show that the perception of engaged products provide benefits from the ethical value through feelings of justice and engagement. For example, by choosing fair trade products, consumers support safe and healthy working conditions for farmers in developing countries. Also, by choosing products that collaborates with an ONG, consumers support societal practices that improve the quality of life conditions for future generations. As a result, a concern due to a sense of right and wrong is likely to influence consumers’ processing of CSR communication (Wang and Anderson, 2008) into an ethical value perception. Finally, Fisher et al., (1999), state that business ethical attitudes create consumer satisfaction and that this is a key factor that helps brands and organizations to have a long-term success. Consequently, our hypotheses are as follow:

*H1d. An exposure to an environmental message will positively affect the ethical perceived value.*

*H1e. An exposure to a social message will positively affect the ethical perceived value.*

*H1f. An exposure to a social and environmental message will positively affect the ethical perceived value.*

Figure 22 shows these statements:



*Figure 22 - Hypotheses H1a to H1f*

### **Impact of CSR communication on Trust**

Enterprises with CSR activities have a potential positive influence on consumer's trust (Morgan and Hunt, 1994). For example, Swaan and Chumpitas (2008) describe CSR as a signal of trustworthiness that strengthens an organization regarding the wellbeing of consumers. Also, these findings support previous research from (Lapeyre, 2008; Kang and Hustvedt, 2014) who empirically validate the positive link between CSR communication and trust. A good illustration for this are the empirical studies from Kang and Hustvedt (2014), who show that consumers perceptions of enterprise's efforts to be transparent in

the production and labor conditions and to be engaged to their local community directly affected consumer's trust. Therefore our hypotheses are as follows:

*H1g. An exposure to an environmental message will positively affect trust.*

*H1h. An exposure to a social message will positively affect trust.*

*H1i. An exposure to a social and environmental message will positively affect trust.*

Figure 23 shows these statements:

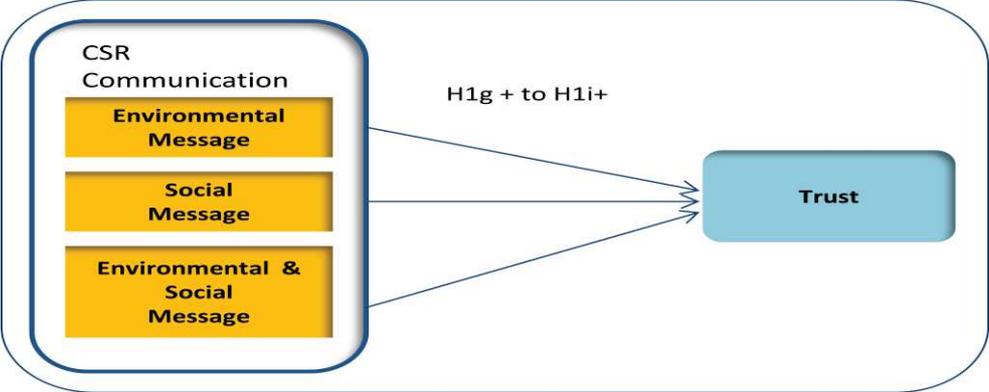


Figure 23 - Hypotheses H1g to H1i

**III-4.3 Mediator variables: The relationship between CSR communication and trust through perceived value.**

Consumer brand trust is considered as an asset, which companies can use to create positive outcomes in every consumer relationship or transaction (Mohr and Webb,2000), Therefore, CSR communication, can also be used as a means for organizations to be different from their competitors while building brand trust. Also, trust can also be enhanced through positive consumers' positive reasoned and affective evaluations from a brand perception value (Aurier et al., 2004). For our study, such responses involve a collection of evaluations about the enterprise or brand CSR communication. In fact, the influence of a positive value perception on CSR communication, would allow researchers to predict a

positive relationship with trust to the brand. This concept is essential in the relationship between the consumer and the brand as it helps to maintain of long relationship together. According to Barnes (2003) “without value having been created for the consumer, there is no possibility to trust the brand to the point where a relationship emerges”. Results from our qualitative research, show two main experiential value perceptions towards CSR communication: social and ethical value. That is to say, that brand trust, which involves an affective and calculative process, could be enhanced when those responses are positive. Consequently, our hypotheses are as follows:

*H2a. The social value is a mediator variable that amplifies the positive relationship between the exposure to an environmental message and trust.*

*H2b. The social value is a mediator variable that amplifies the positive relationship between the exposure to a social message and trust.*

*H2c. The ethical value is a mediator variable that amplifies the positive relationship between the exposure to an environmental message and trust.*

*H2d. The ethical value is a mediator variable that amplifies the positive relationship between the exposure to a social message and trust.*

Figure 24 shows these statements:

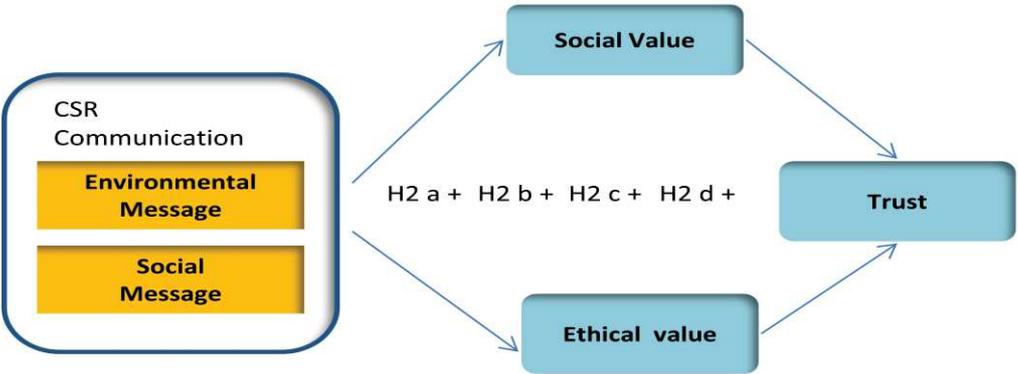


Figure 24 - Hypotheses H2a to H2d

### **III-4.4 Moderator variables: Purchasing power concern and Scepticism**

#### **Purchasing power concern as a moderator variable between CSR communication and brand perceived value.**

The definition given by the Business Dictionary for purchasing power is “*The extent to which a person, firm, or group has available funds to make purchases*”. However, the concept of purchasing power concern in the marketing literature, has been suggested virtually only by Bertrandias and Lapeyre (2005). They describe this term as clear consumer concern with regards to the ability to purchase products.

Results from our qualitative research show consumers’ feelings of helplessness, as they cannot buy all the products from engaged brands, such as products with organic or fair trade label, that they would normally like to buy. As a result, interviewees suggested that these kinds of products are targeted toward higher economic and social segments, since they are more expensive than mainstream products. Therefore, this concept appears important in our research as it can affect the positive influence between CSR brand communication and consumer’s perceived value and trust. Therefore, the following hypotheses are posed.

*H3a. Consumer’s purchasing power concern is a moderator variable that affects negatively the positive influence between the exposure to an environmental message and the social value perception.*

*H3b. Consumer’s purchasing power concern is a moderator variable that affects negatively the positive influence between the exposure to an environmental message and the ethical value perception.*

*H3c. Consumer’s purchasing power concern is a moderator variable that affects negatively the positive influence between the exposure to an environmental message and trust.*

*H3d. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposure to a social message and the social value perception.*

*H3e. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposure to a social message and the ethical value perception.*

*H3f. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposure to a social message and trust.*

### **Scepticism as a moderator variable between CSR communication and brand perceived value.**

Elving (2013) tested the influence of fit and reputation on consumer scepticism when confronted to CSR communication and shows that scepticism has a negative influence on consumer intent to purchase the company's products and on consumer attitude towards the company. Evidence of this is provided by (Becker-Olsen et al., 2006) on the effect of scepticism on the perceived motives of a company to engage CSR and (Pechpeyrou and Odou, 2012) on the negative effect on promotional responses and purchase intentions. Therefore, there is a common opinion among researchers about the fact that scepticism is a barrier to a positive perception on CSR communications. In line with these findings, results from our inquiries show that consumers' express a high level of disbelief with regards to the content of the enterprise messages with CSR activities. They do not only doubt what is said but also the motives for the CSR communication. On the whole, Parguel (2007) states, that when consumers are suspicious about corporate social communication it can result in a situational scepticism, which is described as "a momentary state of distrust of an actor's motivation". As a result, this phenomenon has been discussed as the next key challenge to overcome for CSR. (Mohr et al., 2001; Parguel, 2007; Bhattacharya and Sen., 2010). Therefore, the following hypotheses are posed

*H4a. Scepticism is a moderator variable that affects negatively the positive influence between the exposure to an environmental message and the social value perception.*

*H4b. Scepticism is a moderator variable that affects negatively the positive influence between the exposure to an environmental message and the ethical value perception.*

*H4c. Scepticism is a moderator variable that affects negatively the positive influence between the exposure to an environmental message and trust.*

*H4d. Scepticism is a moderator variable that affects negatively the positive influence between the exposure to a social message and the social value perception.*

*H4e. Scepticism is a moderator variable that affects negatively the positive influence between the exposure to a social message and the ethical value perception.*

*H4f. Scepticism is a moderator variable that affects negatively the positive influence between the exposure to a social message and trust.*

Figure 25 shows these statements:

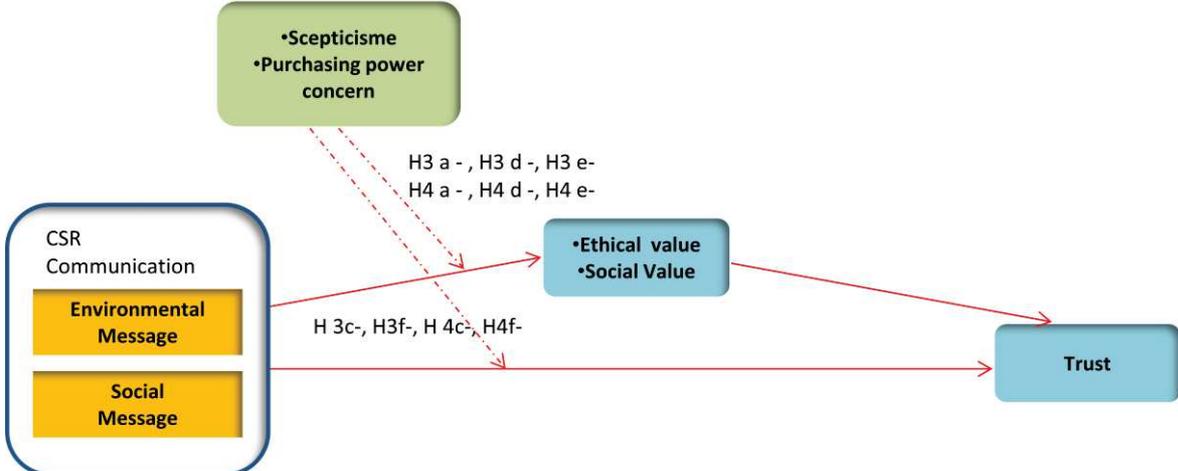


Figure 25 - Hypotheses H4a to H5f

Finally, drawing on a broad literature review, results from our qualitative research, and the statement of a group of hypotheses, a global conceptual framework has been designed. This research model is organized in different groups of variables. The central group of

variables will show a direct impact between an independent variable (IV), CSR communication, some dependent variables (DV), and perceived value (ethical and social values), which may contribute on consumer brand trust. In other words, we would like to understand if CSR communication causes some kind of change on consumers' perceived value and if this effect has an influence on consumer trust. But also, if CSR communication has a direct effect on trust, or if perceived value, amplifies the causal effect between CSR communication and trust. Finally, a group of moderator variables such as scepticism and purchasing power concern may affect the impact between CSR communication and perceived value (social and ethical values) and the relationship between CSR communication and trust. This model aims to provide a framework in order to give a better sense to our research questions and future hypotheses. The conceptual model is represented in figure 26.

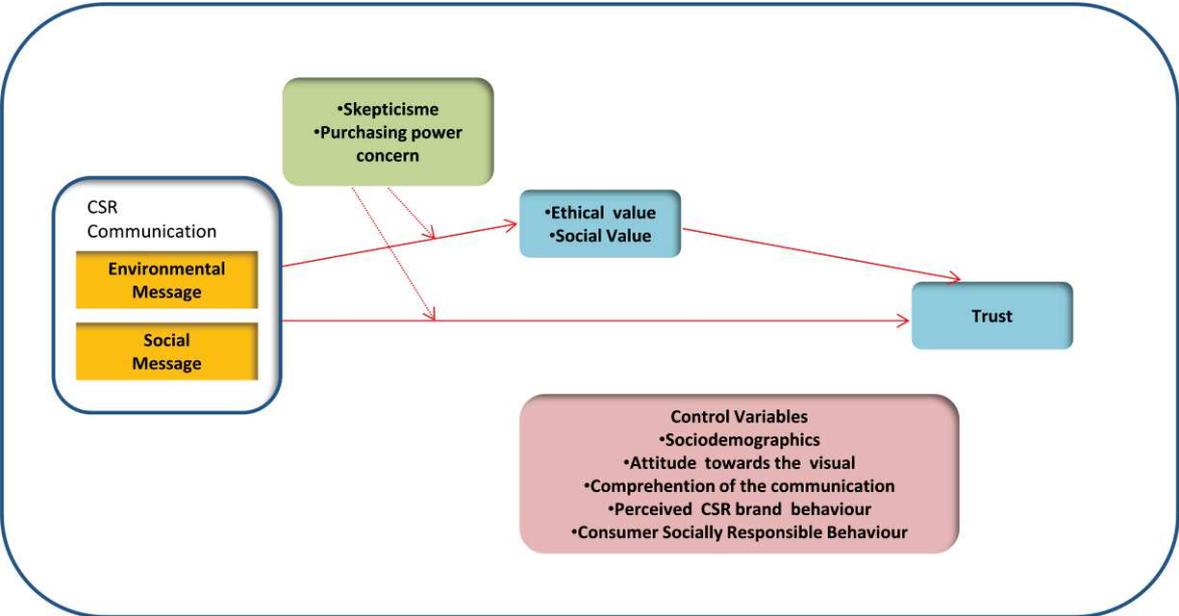


Figure 26 - The Conceptual model of CSR communication, perceived value and trust.

Tables 20, 21 and 22 show the group of hypotheses finally designed for this study.

Main effect hypotheses
H1a. An exposition to an environmental message will positively affect the social perceived value.
H1b. An exposition to a social message will positively affect the social perceived value.
H1c. An exposition to a social message and environmental message will positively affect the social perceived value.
H1d. An exposition to an environmental message will positively affect the ethical perceived value.
H1e. An exposition to a social message will positively affect the ethical perceived value.
H1f. An exposition to a social and environmental message will positively affect the ethical perceived value.
H1g. An exposition to an environmental message will positively affect trust.
H1h. An exposition to a social message will positively affect trust.
H1i. An exposition to a social and environmental message will positively affect trust.

*Table 20 - Main effect Hypotheses*

Mediating effect hypotheses
H2a. The social value is a mediator variable that amplifies the positive relationship between the exposition to an environmental message and trust.
H2b. The social value is a mediator variable that amplifies the positive relationship between the exposition to a social message and trust.
H2c. The ethical value is a mediator variable that amplifies the positive relationship between the exposition to an environmental message and trust.
H2d. The ethical value is a mediator variable that amplifies the positive relationship between the exposition to a social message and trust.

*Table 21 - Mediating effect Hypotheses*

## Moderating effect hypotheses

H3a. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the social value perception.

H3b. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the ethical value perception.

H3c. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust.

H3d. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and the social value perception.

H3e. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and the ethical value perception.

H3f. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust.

H4a. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the social value perception.

H4b. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the ethical value perception.

H4c. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust.

H4d. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and the social value perception.

H4e. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and the ethical value perception.

H4f. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust.

*Table 22 - Moderating Effect Hypotheses*

## Summary

Following the literature review and the exploratory study, we were able to identify sources of value and obstacles for a CSR communication. In fact, this part of the study, explore consumers and professional understanding of CSR businesses in their different forms and levels. The sixteen in-depth semi structure interviews provide feedback on relevant and leading concepts for CSR perceptions such as ethical, social value and trust which may be moderated by scepticism and purchasing power concern. Therefore, the setup of a group of hypotheses and a research conceptual model were finally designed.

## Conclusion for the first part of the thesis

The first part of the study allowed us:

- To provide background information related to the main topic of the thesis.
- To define the concept of CSR communication in a marketing context.
- To present the theory of perceived value and trust in order to understand to what extent CSR communication change consumers' perceived value and if they will contribute to consumers' brand trust.
- To set up a group of hypotheses that will guide the future steps for the experimentation and the confirmatory study.
- To identify the core constructs arising from the literature review and the exploratory study in order to determine if they will have the ability to describe new consumer outcomes in relation to the design of a conceptual model with the following variables: CSR communication, social value, ethical value, trust, scepticism and purchasing power concern.

## PART 2

A deep literature review and an analysis regarding the results from the qualitative exploratory research, allowed us to make some predictions in the form of hypotheses and design a conceptual model. This part of the study revealed key theoretical elements in order to understand which constructs are important to consider while building the conceptual model. These constructs are the following ones:

**CSR communication:** *“the process by which the organization delivers in form of true and transparent messages, their assigned and conveyed social and environmental engagements to consumers through different communication channels”.* (provided for this research)

**Ethical value:** *“A concern for how my own consumption behavior affects others where this experience is viewed as a self-justifying end-in-itself.”* (Holbrook, 2006)

**Social value:** *“A utility derived from the product’s ability to enhance social self-concept”* (Sweeney and Soutar, 2001).

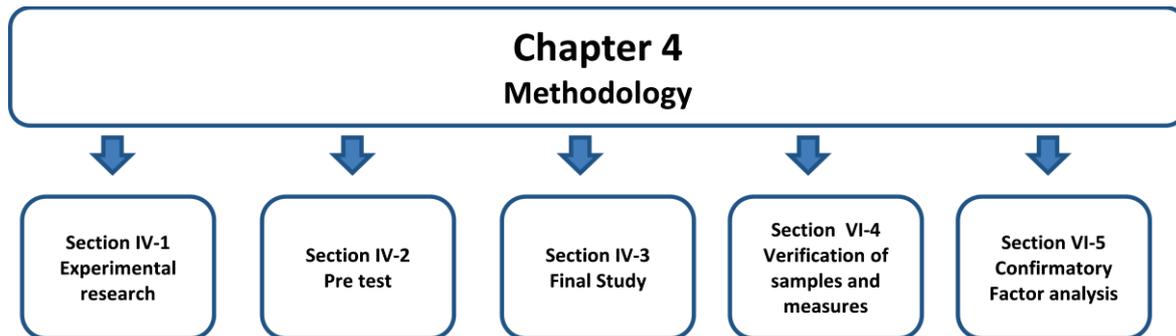
**Trust:** *“It exists when one party has confidence in the exchange partner’s reliability and integrity”* (Morgan and Hunt, 1994)

**Scepticism:** *“The tendency to disbelieve the informational claims of advertising and public relations”* (Obermiller and Spangenberg, 1998)

**Purchasing power concern:** *“A clear consumer concern with regards to the ability to purchase products”.* (Bertrandias and Lapeyre (2005)

Thereafter, the second part of this study will be dedicated to the design and results analysis for the confirmatory plan. The second part of the research includes three chapters: Chapter 4 which deals with the techniques used to design the experimental method and the use of constructs. Chapter 5 that shows the results of the experimental study through the method of analyze of variance (ANOVA) and (PROCESS from Hayes) and finally, Chapter 4 which discusses the results and presents the limits of the study.

## **Chapter 4: Research Methodology**



*Figure 27 – Organization of Chapter 4*

# Introduction

This chapter presents the method used in this study in order to test the hypotheses shown in chapter 3. Conclusions from the literature review have been enriched through our qualitative research, which allowed us to outline a conceptual model and to state testable hypotheses.

*As a result, the aim of this chapter is to show the design of an experimental method in order to conduct three pretests and thereafter design the final test.*

The first part of the chapter begins by introducing the research premise and epistemology of the study. Also, we describe the experimental procedure and the techniques used to conceive the stimuli. In addition, the method used to conduct the pretest and the design of the final test is also presented. The second part of the chapter, describe the choices relative to measure the constructs and their use.

## Section IV-1: Experimental Research

The epistemological approach for this study is “positivism”. This approach argues that reality exists external to the researcher and must be investigated through a strict set of guidelines based on a deductive approach, going through theory to observation, and after moves towards hypotheses testing (Cohen et al., 2011). Thereafter, the objective of this approach is to confirm, refuse or modified those hypotheses.

### IV-1.1 Objective of the quantitative research design

The aim of this part of the study are: (1) enhance our knowledge on how CSR messages could influence consumer’s brand perceived value through two different dimensions: social and ethical value (2) determine if the two dimensions of perceived value explain the relationship between CSR communication and trust (3) establish whether scepticism or

purchasing power concern will affect the direction or strength between CSR communication and perceived value and trust.

#### IV-1.2 Research Design

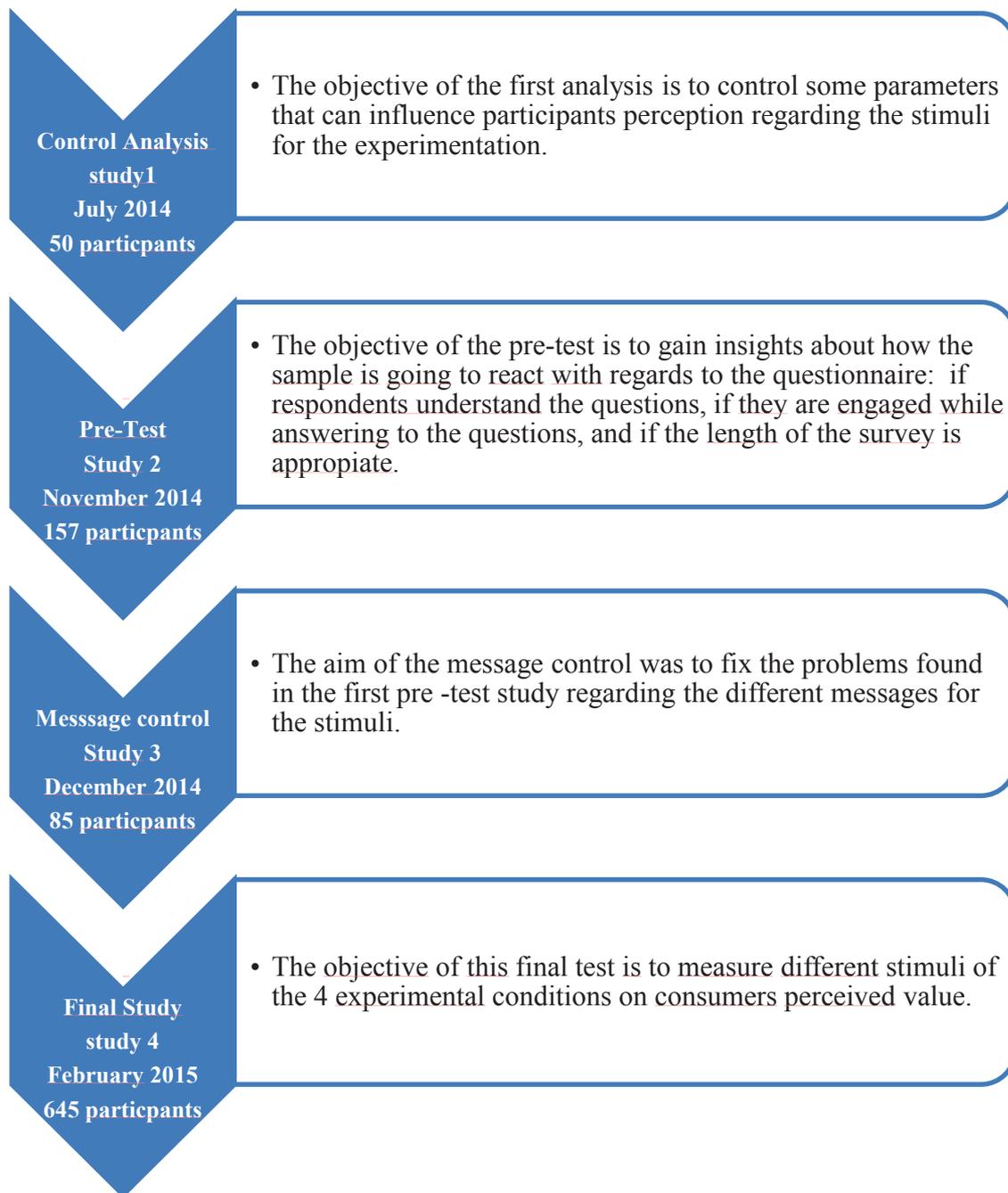
This research has followed the structure according to (Evrard et al., 2009). They claim the following steps for a research structure: defining a problem statement with theoretical and managerial interest, evaluating the existing knowledge, setting a group of testable hypotheses which aim is to implement a method and finally collecting data. The analysis from the data will draw the main theoretical and managerial implications. The research design for this thesis is shown in table 23.

Steps	Research Design
Research Question	How does CSR communication impact perceived value and trust?
Theoretical Framework	CSR communication Perceived Value Trust Scepticism
Research proposals	CSR communication is a source of brand value perceptions and enhance the development of consumer trust.
Exploratory study	Interviews with consumers Interviews with professionals
Refinement of hypotheses	Effect of CSR communication on perceived value Effect of CSR communication on trust Effects of moderator variables (scepticism and purchasing power concern) between CSR communication, perceived value

	and trust
Data collection	Pre-test (Study 1 to 3) Online questionnaires (Final study 4)
Analysis and interpretation	Test of hypotheses

*Table 23 - Research design*

A quantitative research is a key tool for the research design as it will give evidence if the set of hypotheses of the study are validated or not. In order to test the hypotheses seen in Chapter 3. The quantitative research for this thesis has been developed in four different phases. All these studies are detailed in figure 28 below.



*Figure 28 - Steps for the experimental and quantitative research design*

### **IV-1.3 Use of an experiment research**

In order to achieve the purpose of the study, a controlled experiment procedure was conducted. An experiment is described as the fabrication of a controlled situation (Thiétart, 2014). In fact, for this study there was a manipulation of two independent variables or factors: environmental and social messages whilst controlling other dependent variables: perceived value and trust. Manipulating an independent variable assures scientific rigor (Jolibert and Jourdan, 2006). This experiment allowed us to study the effects of our independent variables, on our dependent variables mentioned before. Therefore, a 2X2 factorial experiment will cross the social and the environmental dimensions of CSR into four different experimental conditions. Four different online magazine-like visuals were created: one with a social CSR message, one with an environmental CSR message, one with a mix of these two CSR messages (social and environmental), and a control version with a commercial message. Participants were exposed to an inter-subjects plan. For example, they were randomly exposed to one of the four conditions in order to increase external validity and generate variance in terms of perceived congruency (Thiétart, 2014). The social message was exposed to 159 respondents, the environmental message to 163 respondents, the control message to 163 respondents and finally the mixed message to 160 respondents. This is opposed to an experimental plan with repeated measures (intra-subjects plan) where each participant is exposed to a set of the whole modalities.

### **IV-1.4 Determinants for the type of sector: The Food Industry**

According to Aurier and Sirieix (2009), the food industry is the largest sector in terms of turnover, value added and employment in France. The Eurostat reporting, (2011) assert that in Europe, Food ranked second in the consumption expenditure of households by category after housing, water and energy. Also, CSR activities are relevant in the food industry as they have a strong relationship to sustainable development by its function of feeding and its link to health. Moreover, sensitivity from stakeholders would be potentially important for CSR activities (Temri and Fort, 2009) as food production and consumption is

reportedly the human activity with the largest social and environmental impact (Aiking and Boer, 2004) and it has a dependency on economic, environmental and social issues (Harman, 2011).

#### **IV-1.5 Definition of the stimuli**

In previous academic research on CSR communication, a large variety of media were used as stimuli: company profile (Brown and Dacin, 1997), radio scripts (Ellen et al., 2000), presse release (Swaen and Vanhamme, 2003, 2004), consumer associations (Swaen and Vanhamme, 2005), newspaper articles (Becker-Olsen et al., 2006; Elving, 2013) websites (Parguel, 2007) or retail advertising (Lapeyre, 2008). For the present research, four online ad magazine visuals are considered for the research stimuli. This visual communication channel is an effective tool for the study as it enables key message content to be conveyed with an attractive design. Also, the online ad magazine allow having the picture of the product displayed, which increases the involvement of the participants with regards to the enterprise. Finally, according to some comments from the qualitative interviews, it is a realistic stimuli, as companies with CSR engagements use this channel frequently to disclose their CSR communication. Although, according to Ethicity (2008), packaging was voted by consumers to be their preferred communication channel to be informed about business CSR engagements. However, the use of packaging as stimuli carries a risk of reduced legibility and comprehension from participants. Websites are also a very popular communication channel for enterprises to publish their CSR activities (Van Hoosear, 2015) However, interviewees in the qualitative study assert that they rarely search for information about enterprise with CSR activities through this communication channel. In addition, Fortune web trends in 2011 identify that 68% of Fortune 100 websites experienced negative growth in unique visitors.

Finally, in order to avoid an effect of consumer's prior product familiarity or other influences, a fictitious company will be introduced (Elving, 2012).

With the aim to create a more realistic online ad magazine like visuals, Patte Blanche, an advertising agency specialized in CSR communication in France, agreed to collaborate with us for the production of the ad visuals.

#### **IV-1.6 Determinants for the type of message / Message theme**

This study considers outlining two CSR kind of messages: environmental and social. In fact, other studies examining CSR communication also included only these two CSR dimensions (Parguel, 2008; Lapeyre, 2008; Elving 2012). According to Lapeyre (2008), the economic dimension of CSR is more affected by the brand rather than any commercial CSR message. An enterprise is the entity whose interest is to have a positive economic and financial performance while being a good corporate citizen and making profit. As a result, the economic dimension will be implied by the brand and not through a message. However, to justify this statement a website content analysis of fifteen websites was conducted to determine the types of message being used by enterprises to communicate their CSR engagements. This website analysis included different size of enterprises: multinational enterprises, retail brands and SME's. As expected before, results show, that brands communicate their CSR engagements mainly through two kinds of messages: environmental and social. An example of these findings is shown in tables 24 and 25.

		Social Category Messages							
		Committed employer	Nutrition	Responsible products	Producers-Farmers	Responsible communication	Partnerships	Producers-Farmers	Responsible products
Brands	Food Categories	Employees	Nutrition	Quality	Stakeholders	Responsible Consumption	Partnerships	Producers-Farmers	Made in France
<b>Bonduelle</b>	Canned and frozen Vegetables	0	0	0	0		0		
<b>Bel</b>	Dairy	0	0			0	0		
<b>Findus</b>	Prepared foods		0	0				0	0
<b>Danone</b>	Dairy		0			0	0		
<b>Mondelez</b>	Confectioner					0	0	0	
<b>Haribo</b>	Confectioner								
<b>Carrefour</b>	Retailer	0	0		0			0	0
<b>E-Leclerc</b>	Retailer	0				0	0		
<b>Auchan</b>	Retailer		0				0		
<b>Casino</b>	Retailer	0	0			0	0	0	
<b>Ben&amp;Jerrys</b>	Ice -creams							0	
<b>Malongo</b>	Coffee	0			0			0	0
<b>Agrosourcing</b>	Dried fruits and nuts			0				0	
<b>Lune de Miel</b>	Honey	0					0	0	
<b>Medithau</b>	Sea food	0						0	
<b>Total</b>		<b>8</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>8</b>	<b>9</b>	<b>3</b>

Table 24 - Categories and sub-categories for social communication

		Environmental Category Messages								
		Committed employer	Nutrition	Responsible products	Producers-Farmers	Responsible communication	Partnerships	Producers-Farmers	Responsible products	Responsible products
Brands	Food Category	Water	Energy	Recycling	Waste	Packaging reduction/recycling	Greenhouse gas	Producers-farmers	Biodiversity	CO2
Bonduelle	Canned and frozen Vegetables	0	0	0		0		0	0	0
Bel	Dairy	0	0		0	0	0	0	0	0
Findus	Prepared foods					0			0	
Danone	Dairy	0	0	0	0	0		0	0	0
Mondelez	Confectionery	0	0		0	0	0	0	0	0
Haribo	Confectionery						0			
Carrefour	Retailer	0	0	0	0	0	0	0	0	0
E-Leclerc	Retailer		0	0	0	0		0	0	0
Auchan	Retailer	0	0	0	0	0		0		0
Casino	Retailer	0	0		0		0	0	0	0
Ben&Jerrys	Ice -creams									0
Malongo	Coffee				0		0	0		
Agrosourcing	Dried fruits and nuts							0	0	
Lune de Miel	Honey	0			0	0			0	
Medithau	Sea food	0	0						0	
<b>Total</b>		<b>9</b>	<b>9</b>	<b>5</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>10</b>	<b>11</b>	<b>9</b>

Table 25 - Categories and sub-categories for environmental communication

Results show that for the social engagements, brands alluded most frequently to the following categories: producers-farmers, employees, nutrition and partnerships. For the environmental engagements, brands mentioned most often are: producers-farmers, biodiversity and reducing the footprint (reduction of energy and CO2, reduction of water, reduction of waste).

Tables 26 and 27 describe these categories by giving an example for each type of message.

Social category messages	Example of social activities
Producers-Farmers	Supporting local farmers and helping them to make improvements in their social and economic performance.
Nutrition	Optimizing the nutritional quality of the products.
Responsible products	Reducing ingredients such as salt and additives on products.
Responsible communication	Encouraging consumers to act in a more environmentally responsible manner and adopt healthier food choices.
Committed employer	Creating safe and pleasant working conditions for their employees.
Partnerships	Supporting social and community causes.

*Table 26 - Message categories with regards to CSR social engagements.*

Environmental category messages	Example of environmental activities
Producers-Farmers	Helping them to make improvements in their environmental performance.
Product manufacturing	Reducing the environmental impact (water, energy, waste).
Product storage and transportation	Reducing the environmental foot-print (CO <sub>2</sub> , greenhouse gases).

*Table 27 - Message categories with regards to CSR environmental engagements.*

Also, table 28 shows an example of each different category of CSR engagements used by the brand Danone.

Environmental engagement	Messages	Social engagement	Messages
<p>Fight against climate change</p> <p>Footprint reduction.</p> <p>Eliminate deforestation activities.</p> <p>Help to preserve nature.</p>	<p>“Danone fight against climate change by reducing its environmental footprint and contributing to carbon and sequestration”.</p>	<p>Nutrition</p> <ul style="list-style-type: none"> <li>-Maintaining health for all.</li> <li>-Products tailored to local health issues</li> <li>-Responsible. information and food education programs</li> <li>-Contribution to maintain the capital health: water, dairy products, medical nutrition.</li> </ul>	<p>“Offering everyone high quality and natural food that helps to build health through all of life’s stages”.</p>
<p>Protecting water resources</p> <p>Reducing water consumption.</p>	<p>“Danone protect water resources particularly when they are rare, and using them in harmony with ecosystems and local communities”</p> <p>Danone employees have reduced their water consumption by 5% in 2013 and 46% since 2000</p>	<p>Responsible communication</p> <p>Information, education and responsible marketing practices in order to promote a healthy diet.</p>	<p>“ Eat five vegetables and fruits per day ”</p>
<p>Transformation of waste resources</p> <p>Packaging reduction.</p> <p>Favoring recycled materials.</p>	<p>“Danone reduces packaging, promote recycled materials and focus on innovative bio-based materials”</p>	<p>Promotion of a sustainable agriculture</p> <p>Supporting an agriculture that produce healthy and balanced products</p>	<p>“Danone promotes and encourages agriculture that contributes to a healthy and balanced diet while remaining competitive, creating economic and social value, and respecting natural ecosystems“.</p>

Table 28 - CSR communication activities and messages from Danone France

Source: [www.danone.fr/en/in-action](http://www.danone.fr/en/in-action)

All these information were collected and analyzed to choose the final messages for the experiment stimuli. Also, we took in to consideration consumers’ point of view. In fact,

results of a study on consumer perceptions on sustainability activities by Ethicity (2013) showed that consumers' main concerns with regards to environmental issues were in order of importance: pollution, waste of water, biodiversity, production of waste, and deforestation. Moreover, the same research study show that in order to reduce their ecological footprint, enterprises should manufactured their products locally, be respectful of the environment and produce more longer-lasting quality products. Also, the theories of persuasion in communication marketing and the model of Bhattacharya and Sen (2004) regarding CSR communication were used in order to write our CSR messages. For example, the model claims that every message should contain the following components: commitment to a cause, the impact of the commitment and suggest having a coherent fit between the product category and the engagement. Also, for each message an introductory message was included, followed by an example for each engagement in order to stress the cognitive, affective and conative factors for a persuasive communication.

#### **IV-1.7 Choice of a category for the study**

The frozen vegetable category, was the choice for this study as it belongs to the fast moving consumer goods (FMCG). Thereafter, we consider that the category have different characteristics through their production and consumption that can trigger positive value perceptions and enhance trust. Finally, we have got inspired by a real canned and frozen vegetable French brand called "Bonduelle"<sup>23</sup>, which is a French well known enterprise for their CSR activities.

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<sup>23</sup> Bonduelle : <http://www.bonduelle.com/en/>

#### **IV-1.8 Determinants for the type of fictitious brand name**

Brand names and logos with strong images are very important and have a great influence on consumer behavior (Cian et al., 2014). According to Kohli and LaBahn (1997), a brand name is the foundation of brand's image and can bring inherent and immediate value to the brand. In fact, they are not only phonetic symbols but they can be very valuable assets for the enterprise. For example, the Financial World (1994), assert that several well-known manufacturers have brand names estimated in millions of dollars, which is the case of Coca Cola, Nike, Barbie, Budweiser. These brands can achieve this popularity due to their "top of mind" awareness and a high recall among consumers.

For the current study, a fictitious brand name was established to eliminate consumers' brand familiarity. In order to find the most suitable brand name for this fictitious brand, we followed the six step brand naming process from McNeal and Zeren (1981). They did a study research on eighty- two brand managers in Fortune 500 consumer goods, and they found that most companies followed this six step process.

**First step:** establish objectives about the search for a new name. As a result, brand names in the category of frozen vegetables in the French market were analyzed. Findings showed that there are two main categories: proper and common names. For example some of the proper names are: Bonduelle, Picard, Findus, and Carrefour. Also, an example of common names are Notre Jardin, Belle France, and Grand Jury.

**Second step:** generate new brand names. For this step, a brain storming meeting with the advertising agency "Patte Blanche" took place to select a final listing of fictitious "proper" and "common" names. The company positioning was an important element for consideration in order to obtain a coherent fit with the company image and the brand name.

**Third step:** deals with screening the names for appropriateness. Therefore, the criteria for the last selection of proper and common names were related to the main characteristics or benefits of the product. For example: the name "Potagel" refers to two French words "Potager" (garden) and "gel" (frozen). A short-list of potential brand names was made and

included: Bongel (common), Le Potager (common), Jardigel (common), Potagel (common), Jacmart (proper), Lasonade (proper) and Legubon (common).

**Fourth step:** research consumers' preferences. Therefore, a pre-test was launched to consumers in view of finding the most appropriate name for this fictitious brand. (See table 29 and 32 below)

**Fifth step:** encompassed a trademark search to ensure there was no other brand name in France with the same name. As a result, there was no record of the use of "Le Potager" elsewhere in the country.

**Sixth step:** select the final brand names in order to evaluate them towards consumers for the first phase of pre-test.

#### **IV-1.9 Control analysis design**

This analysis seeks to have a better control concerning some parameters that can influence participants' perception regarding the stimuli for the pre-test phase. Therefore, an online survey towards 52 consumers was launched. The questions involved for this first phase of pre-test are shown below.

#### **IV-1.10 Brand naming**

The brand name for the future fictive brand and the comprehension regarding the stimuli messages are very important for the final test. Table 29 shows the question regarding the control for the brand naming and comprehension of the message.

Select from the names below the most suitable name for a frozen vegetable brand. This brand is French, mid-range brand, specialized in the category of frozen vegetables. The brand seeks to reach high quality and nutritional standards every day. Also, it is engaged to sustainable development activities.

Jacmart	Potagel
Le Potager	Lassonade
Jardigel	Bongel

*Table 29 - Listing fictive names for the control test*

The questionnaire was also designed to test participants clarity with regards to the message attribution related to each CSR brand engagement message: social message, environmental message and the mix of social and environmental messages. Figures 29, 30, 31 and 32 show the different messages (translated in English) tested for the survey.

### *Social Message*

- We grow and harvest ripe vegetables in order to offer the best flavour to you. Faithful to our commitments, Le Potager, places the respect of people, employees, producers, partners and consumers at the heart of its “Human Rights charter”. For example, we collaborate with the French Paralysis Association in order to promote the integration of employees with disabilities in the enterprise. Also, we work to improve workplace ergonomics. Find other commitments into our website: [www.lepotager.com/engagements](http://www.lepotager.com/engagements)

*Figure 29 - Social message control test*

### *Environmental Message*

- Discover the delicious frozen vegetables from “Le Potager”. We offer you products such as: frozen steamed vegetables, vegetable muffins, grilled vegetables, vegetables in puree and even simmed. There’s a large variety of products for every taste. Faithful to our commitments, “Le Potager”, acts daily to limit our environmental footprint through our chart “Respect for Nature” For example, we are affiliated with WWF, in order to promote and preserve the biodiversity in our fields. Find other commitments into our website: [www.lepotager.com/engagements](http://www.lepotager.com/engagements)

*Figure 30 - Environmental message control test*

## Control Message

- Discover the delicious frozen vegetables from “Le Potager”. We offer you products such as: frozen steamed vegetables, vegetable muffins, grilled vegetables, vegetables in puree or even simmered. There’s a large variety of products for every taste. “Le Potager” is ready to do whatever it takes to satisfy you with every bite. You can cook them crispy, mashed, in gratin, or for a winter soup. Our frozen vegetables are the delight of young and old. If you can’t think of new ideas for your daily menu, we can suggest some recipes to you in order to prepare delicious dishes. Find them into our website. Find other commitments into our website: [www.lepotager.com/engagements](http://www.lepotager.com/engagements)

Figure 31 - Control message control test

## Social and Environmental Message

- Discover the delicious frozen vegetables from “Le Potager”. We offer you products such as: frozen steamed vegetables, vegetable muffins, grilled vegetables, vegetables in puree or even simmered. There’s a large variety of products for every taste. Faithful to our commitments, “Le Potager”, is engaged to global sustainable development activities/approach. We place the respect of people into the “Human Rights charter”. Also, we act daily for limiting our environmental footprint through our chart “Respect for Nature”. For example, we collaborate with the French Paralysis Association in order to promote the integration of employees with disabilities in the enterprise. Also, we work to improve workplace ergonomics and we are engaged to WWF, in order to promote and preserve the biodiversity in our fields. Find other commitments into our website: [www.lepotager.com/engagements](http://www.lepotager.com/engagements)

Figure 32 - Mixed message control test

Even though it seems unlikely to have participants that don’t understand the meaning of the different messages previously shown, we preferred to take every single precaution, in order to strength the validity of our results for the first pre-test. Thereafter, table 30 below shows the question for the second statement of the control survey.

✓	Is this message clear for you?
---	--------------------------------

Table 30 - Nominal scale for the understanding message

Also, to verify that each CSR statement match with the desire brand engagement. Table 31 shows the questions (nominal scale items) included in the survey adopted from the study of (Lapeyre, 2008)

In order to know if the communication strategy is clear to you, please read the following statements and tell us what the message is about.
about its environmental engagement
about quality
about solidarity among vulnerable people
about its social engagement
about innovation

*Table 31 - Nominal scale for the statement comprehension message*

The survey was launched online during the summer of 2014, and it was administered through software called Google docs, a free and reliable tool from Google. A link was sent through social networking channels such as (Facebook, WhatsApp, LinkedIn) and by email to close friends and family. An online survey will be able to be faster for the collection and processing of data (Watt, 1997). Moreover, a snowball sampling procedure was used in order to increase the number of participants and reach them voluntarily and in anonymous way. In fact, this is a non-probability technique, which aim is to recruit future participants. However, the population is often hidden and researches would have difficulties to have access to them. Finally, data was analyzed using crossed dynamic frames from Excel. This tool is very easy to use especially for nominal and ordinal scales.

**IV-1.11 Results from the control analysis**

We collected 52 surveys from participants of 34 to 55 years old. The majority of respondents were women (30% vs Men 13 %).

Results show, that fifty-three percent of participants prefer the name “Le Potager” as a name for the brand of frozen vegetables. Table 32 shows the listing for the different names and their score.

Brand Name	Participants	%
Bongel	1	1,9%
Jacmart	3	5,77%
Jardigel	9	17,31%
Lassonade	2	3,85%
Le Potager	28	53,85%
Potagel	9	17,31%

*Table 32 - Results for the brand name*

Also, sixty- nine percent of participants agreed that the social statement corresponded to the social engagement. Sixty-seven percent of participants agreed that the social and environmental statement corresponded to the social and environmental engagement. Ninety percent of participants agreed that the environmental statement corresponded to the environmental engagement. Ninety percent of participants agreed that the control message corresponds to the quality statement. Moreover, eighty percent of participants agreed that the statements seem clear to them. Results show, that the perception in relation to the engagement is the one wished to show for the pre- test study.

### **Section IV-2: Pre Test Study**

In order to identify potential errors and reduce the risk for a final quantitative research, the pre-test is launched to identify phrases subject to misinterpretation or a survey of long duration. Also, it is used to test the validity and reliability of each scale. However, there is no need for a large sample, a small one is enough as far as it is representative from the target population and for each experiment condition. The main aim is to analyze the results and thereafter to make a questionnaire clearer for respondents. Results from the control

analysis implemented before, gave us the main guidelines for the design of the message content and brand name for the stimuli. Figures 33, 34 and 35 show the final brand name chosen during the control test by a large majority of consumers and the visuals for the four online ad magazine visuals with the messages for the pre-test study. The four visuals for the pre-test can be more clearly seen in Appendix (6 to 9).



Figure 33- Brand Name « Le Potager »

**Le Potager**

*Nous cultivons et récoltons les légumes à maturité pour vous offrir*  
**le meilleur de leur saveur**

Découvrez les bons légumes surgelés de l'entreprise «Le Potager», légumes surgelés vapeur, galettes de légumes, poêlées de légumes, purées ou encore mijotés... Il y en a pour toutes les envies.

Fidèle à ses engagements, « Le Potager » agit au quotidien pour limiter ses impacts sur l'environnement, à travers la charte «**RESPECT NATURE**».

Par exemple, elle est engagée aux côtés du WWF pour favoriser et préserver la biodiversité dans ses champs.

Reconnaitre ses autres engagements sur [www.lepotager.com/engagements](http://www.lepotager.com/engagements)

**Le Potager**

*Nous cultivons et récoltons les légumes à maturité pour vous offrir*  
**le meilleur de leur saveur**

Découvrez les bons légumes surgelés de l'entreprise «Le Potager», légumes surgelés vapeur, galettes de légumes, poêlées de légumes, purées ou encore mijotés... Il y en a pour toutes les envies.

Fidèle à ses engagements, «Le Potager» met le respect des Hommes-collaborateurs, producteurs, partenaires, consommateurs - au cœur de son modèle à travers la charte «**RESPECT HOMMES**».

Par exemple, elle agit aux côtés de l'Association des Paralysés de France pour favoriser l'intégration de collaborateurs en situation de handicap dans l'entreprise en travaillant notamment sur l'ergonomie des postes de travail.

Reconnaitre ses autres engagements sur [www.lepotager.com/engagements](http://www.lepotager.com/engagements)

Figure 34 - Environmental and Social online ad magazines Pre-test



Figure 35 - Mix (Environmental and Social) and control online ad magazines Pre-test

## IV-2.1 Evaluation method for the pre-test study

After establishing the initial pool of items, and thanks to an extensive review of the literature, the scales will be tested in the official scale development process into different cultural contexts, in some cases from the American to the French context. Moreover, we will refine the scale items through an exploratory factor analysis (EFA) which is a method used to examine the relationships among variables without determining a particular hypothetical model (Bryman and Cramer, 2005). The first step for the EFA, is a correlation matrix, where the inter-correlations between variables are observed and presented. The dimensionality of this matrix may be reduced by observing those variables that correlate higher in relation with those who score is very low (Field, 2000). The variables with a high score are then called “factors”. The factor scores may be used in the future for new scores

in multiple regression analysis, while a factor loading is only used to identify the importance of a particular variable to a factor as well (Field,200).

Moreover, communalities may be observed as a continuation of factor loadings: they are the sum of the loadings of this variable on all extracted factors (Rietveld and Van Hout, 1993). So if the communality of a variable is high, the extracted factors account for a big proportion of the variable’s variance. In other words, if the variable is reflected through the extracted factors, then the factor analysis is reliable. Nevertheless, when communalities are not high enough, the sample size has to compensate for this. Thereafter, the extraction of principal components is done by calculating the eigenvalues of the matrix. The number of eigenvalues is the equivalent to the number of dimensions that we need to represent a set of scores without any loss of information (Rietveld and Van Hout, 1993). Factors must return at least 60% of the variance and correspond to more than 1 under the rule of Kaiser Eigen values. Also we will test the reliability through Chronbach’s Alpha scores. In fact, reliability, concerns to the ability of a survey to consistently measure an attribute and how well the item fit together conceptually (Haladyna, 1999). For example, if we implement the same tool to the same sample on two different occasions the aim should be not to have substantial changes in the constructs (Trochim, 2001). All used thresholds are presented in the table 33.

Measures	Thresholds
KMO	> 0,7
% total variance explained	> 60%
Item loadings	>0,30
Chronbach alpha	>0,60

*Table 33 - Used thresholds of indices for EFA*

Finally, as for the previous control analysis, the survey is administered via internet. Thus it has been design and tailored to suit the requirements of software called “Qualtrics”. We believed that this internet software made the survey accessible and participation easier to a wide audience. Also, this survey had the possibility to be answered even through

participants' smart phones. Participants responded to this survey during October 2014. The survey, including the four stimuli was sent randomly to 157 participants mostly females. A link was also sent through social networking channels such as (Facebook, WhatsApp, LinkedIn) and by email to close friends and family. Also, a snow ball sampling procedure was used to reach voluntary and anonymous participants. In table 34 we show the structure of the pre-test sampling.

Sample	Gender	%	Age	%	Occupation	%	Income	%
n=157	Female	75,8	20 to 24	60,51	Craftsman	0,64	less than 600€ nets / month	1,91
	Male	24,2	25 to 34	29,3	Professional class	20,38	from 600 to 1 099€	21,02
			35 to 44	11,46	Employee	11,46	from 1 100 to 1 599€	36,31
			45 to 54	3,82	Student	0,64	from 1 600 to 2 499€	16,56
			55 to 65	1,91	Executive/ Entrepreneur	1,91	from 2 500 to 3 999€	10,19
					Intermediate occupations	5,1	More than 4 000€ nets / month	8,28
					No professional job	55,41	I don't wish to respond	3,18
					other	4,46		

*Table 34 - Structure of the pre-test sample*

Results, from the exploratory study (Pre-test-study2) were important for the final fine-tuning survey. For example, we have noticed, through some participant comments, that it was a long questionnaire. Thereafter, items with low loading and redundant construct scales for control were removed in order to make a shorter survey. Also, we observed

through the pre-test that there were no big difference in the impact between the stimuli messages (social, environmental, mix and control) and our main dependent variables (perceived value and trust). We supposed that the stimuli (the four ad- magazine visuals) were not enough exposed to participants. For example, it was impossible for participants to return to a previous page to see the stimuli (online ad magazine visual) once the statements/questions on that page have been completed. Also, we supposed that messages didn't have enough impact in relation to the "core" dependent variables (perceived value, trust). Therefore, we corrected these method errors and for the final survey and we exposed the stimuli (ad-magazine) two more times for the final questionnaire. Also, we redefined the messages for the final test, in order to have a better impact. The pre-test questionnaire is shown in Appendix

#### **IV-2-2 Message control**

Due to a low impact of the CSR messages to our main constructs (ethical value, social value and trust) during the pre-test (study 3), a small survey was conducted during December 2014 to 85 MBA students from which (68%) were women and (32%) were men from 22 to 25 years old. The aim of this new survey was to find the category and the message that represented best the main two different CSR messages (social and environmental) in order to assure an efficient message for the final test. We proposed four environmental messages and four social messages. These messages were design thanks to the previous website analysis (see tables 25 to 28) from 15 different food industry brands. The original messages are shown in tables 35 and 36.

Category of environmental messages	Example of environmental messages
World Wide Foundation collaboration	L'entreprise « X » agit au quotidien aux cotés de l'Association WWF pour favoriser et préserver la biodiversité dans ses champs. Par exemple, elle travaille à la protection d'espèces d'oiseaux menacées.
Water saving	L'entreprise « X » agit au quotidien pour limiter ses impacts sur l'environnement. Par exemple, elle à réduit ses ratios de consommations d'eau de 23,5%. L'objectif pour 2015 est

	de réduire ces ratios de 20% par rapport au niveau de 2012.
Supporting farmers	L'entreprise « X » entretient des relations constantes avec ses planteurs afin, de les encourager à limiter leurs impacts environnementaux ». Par exemple, elle propose aux producteurs différents outils de diagnostic, dans le but de maîtriser ses consommations d'énergie dans leurs exploitations.
Packaging reduction	L'entreprise « X » agit au quotidien pour limiter ses impacts sur l'environnement. Par exemple, avec la suppression des suremballages, l'entreprise a fait l'économie de près de 1000 tonnes d'équivalent CO2. En 2014, l'entreprise continue d'agir avec deux nouvelles initiatives dont l'objectif est clair : toujours moins de rejet CO2.

*Table 35 - Choices for the environmental final message*

Category for social messages	Example of social messages
Local farmers partnership	L'entreprise « x » privilège les approvisionnements de proximité pour soutenir ses agriculteurs locaux et leur permettre de maintenir leur activité agricole. » Par exemple, elle conseille ses producteurs dans le but de générer une amélioration continue dans sa performance de production.
Red Cross collaboration	L'entreprise « x » développe progressivement des partenariats avec des associations impliquées dans des actions citoyennes et solidaires. » Par exemple, l'entreprise soutient la Croix -Rouge Française en fournissant ses produits remis à des familles en situation de précarité.
Employees' quality of life	L'entreprise « x » privilège l'épanouissement des femmes et des hommes qui s'engagent au quotidien dans leur métier. Par exemple, l'entreprise déploie progressivement des démarches de prévention collective pour réduire les risques psychosociaux. Par ailleurs, certains managers ont la possibilité de travailler depuis leur domicile (télétravail) sous certaines conditions.
Responsible communication	L'entreprise « x » cherche à promouvoir auprès de ses consommateurs des comportements responsables au travers de ses prises de parole et de ses actions promotionnelles. Par exemple, en les incitant à adopter des gestes en faveur de l'environnement (tri sélectif, etc.), et des habitudes alimentaires favorisant une bonne hygiène de vie.

*Table 36 - Choices for the social final message*

Table 37 shows participants’ results for the category of environmental and social engagements with more impact and that best represented a CSR brand activity

Environmental Message	Men	Women	%
World Wide Foundation collaboration	1	5	7
Water saving	5	15	24
Supporting farmers	4	3	8
Packaging reduction	17	35	61
Total	27	58	85
Social Message	Men	Women	%
Local farmers partnership	10	18	33
Red Cross collaboration	8	19	32
Employees’ quality of life	4	16	24
Responsible communication	5	5	12
Total	27	58	85

*Table 37 - Results from the choice of social and environmental categories for the final message*

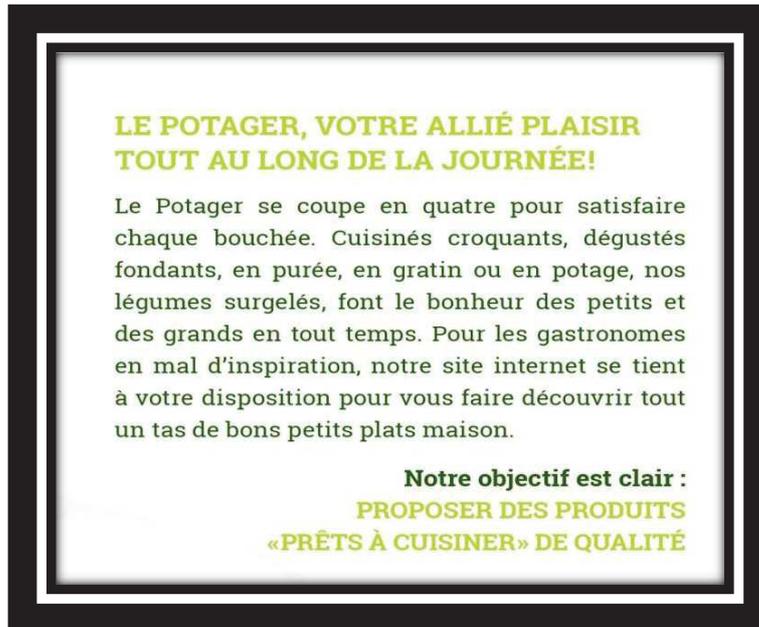
Results show that 61% of participants find the initiative about “packaging reduction” to represent best an environmental activity. Also, the message about Red Cross collaboration got a high score (32%) and local production partnership (33%). However, we consider that “local producer’s partnership” message would be interpreted as an activity about fair trade or organic products which is very reductive concerning the aim of the CSR message. Thereafter, the Red Cross collaboration for the social message was chosen for the final test. Thereafter, the agency “Patte Blanche” made the changes to the new messages and visuals. In order to avoid biased results, a strict balance for each message was taken into account in terms of amount of words, grammatical structure and engagement impact. Figures 36, 37, 38 and 39 exhibit the original content messages for the final study



Figure 36 - Social and Environmental Message final study



Figure 37 - Environmental Message final study



*Figure 38 - Control Message final study*



*Figure 39 - Social message final study*

## IV-2.3 Survey design

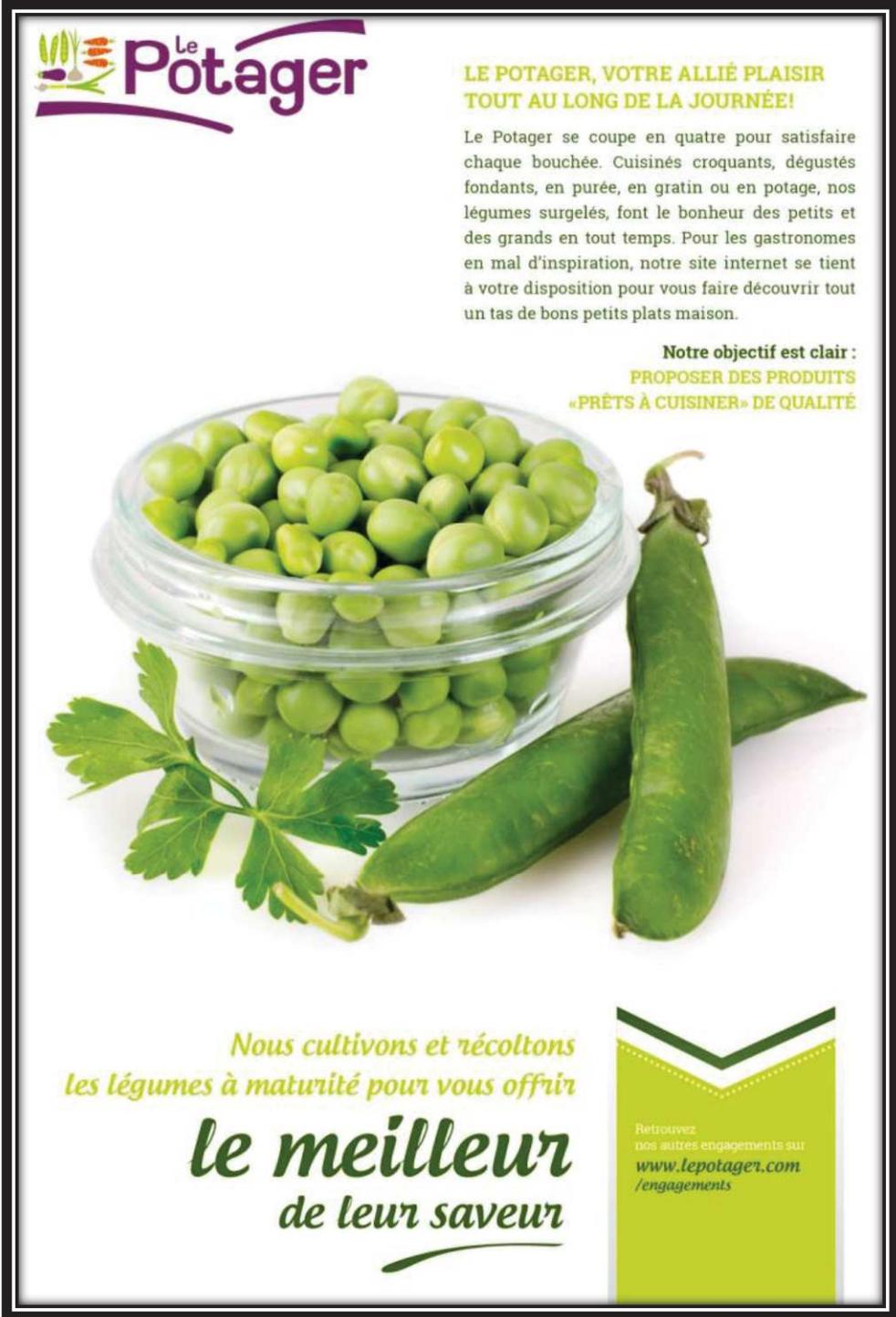
In order to attempt our research objectives for the final study, a well-structured survey was design (shown in Appendix). The aim was to ensure that participants fully understood the questions and avoid refusing to answer some of them. This questionnaire is structured into four major sections that cover the major constructs. To begin with, an introduction including confidentiality principles and gratitude for their collaboration was shown to participants. Then a brief introduction about the enterprise “Le Potager” appears as a graphical abstract in a simple visual of the enterprise website. Figure 40 shows the fictive website of the enterprise “Le Potager” in a visual integrated in the first part of the survey.



Figure 40 - Website « Le Potager »

Also, as we mentioned before, the four surveys with the four different visuals (environmental, social, mix and control), are sent randomly to different participants (inter-subject procedure). The stimuli (visuals) are displayed before starting each of the four

major of the questionnaire. Figure 41, 42, 43 and 44 show the four original final stimuli for the study.



**Le Potager**

**LE POTAGER, VOTRE ALLIÉ PLAISIR  
TOUT AU LONG DE LA JOURNÉE!**

Le Potager se coupe en quatre pour satisfaire chaque bouchée. Cuisinés croquants, dégustés fondants, en purée, en gratin ou en potage, nos légumes surgelés, font le bonheur des petits et des grands en tout temps. Pour les gastronomes en mal d'inspiration, notre site internet se tient à votre disposition pour vous faire découvrir tout un tas de bons petits plats maison.

**Notre objectif est clair :  
PROPOSER DES PRODUITS  
«PRÊTS À CUISINER» DE QUALITÉ**

*Nous cultivons et récoltons  
les légumes à maturité pour vous offrir*

**le meilleur  
de leur saveur**

Retrouvez  
nos autres engagements sur  
[www.lepotager.com/engagements](http://www.lepotager.com/engagements)

Figure 41 – Control's visual final test



### LE POTAGER ALLÈGE SES EMBALLAGES POUR NE GARDER QUE L'ESSENTIEL

Le Potager agit au quotidien pour limiter ses impacts sur l'environnement, avec la suppression des suremballages. Nous avons déjà fait l'économie de près de 1000 tonnes de CO2. En 2015, nous continuons d'agir avec deux nouvelles initiatives.

**Notre objectif est clair :  
ATTÉNUER AU MAXIMUM,  
NOS ÉMISSIONS CARBONE**



*Nous cultivons et récoltons  
les légumes à maturité pour vous offrir*

**le meilleur  
de leur saveur**

Retrouvez  
nos autres engagements sur  
[www.lepotager.com  
/engagements](http://www.lepotager.com/engagements)

Figure 42 – Environmental's visual final test



### LE POTAGER, LA SOLIDARITÉ EN PLUS

Le Potager développe des partenariats avec de nombreuses associations impliquées dans des actions citoyennes et solidaires. Nous soutenons notamment La Croix - Rouge française, faisant don de certains produits, destinés à être distribués aux familles en situation de précarité.

**Notre objectif est clair :**

**PLACER LE RESPECT DES HOMMES AU CŒUR  
DES VALEURS DE NOTRE ENTREPRISE**



*Nous cultivons et récoltons  
les légumes à maturité pour vous offrir*

***le meilleur  
de leur saveur***

Retrouvez  
nos autres engagements sur  
[www.lepotager.com/engagements](http://www.lepotager.com/engagements)

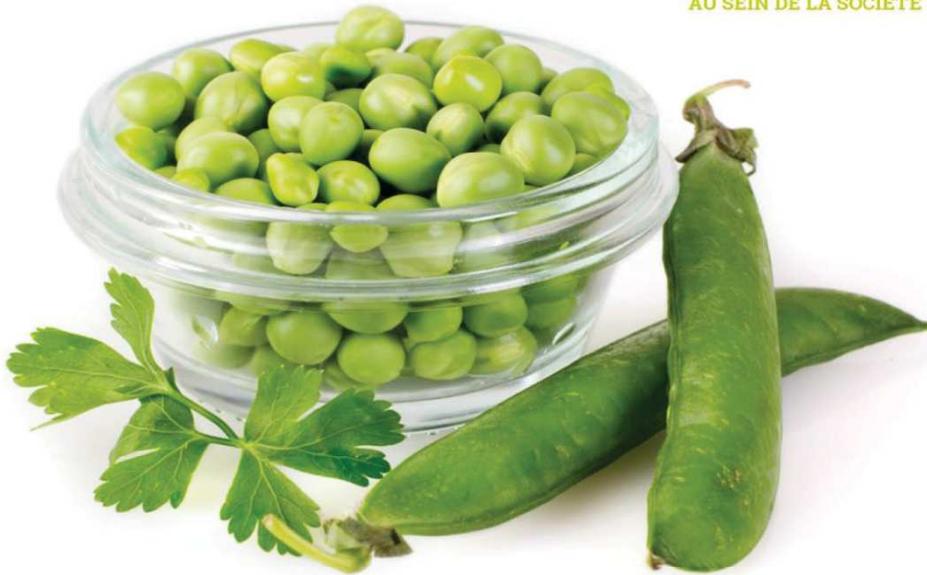
Figure 43 – Social's visual final test



**LE POTAGER AFFICHE SES ENGAGEMENTS POUR UN DÉVELOPPEMENT PLUS DURABLE**

Le Potager agit au quotidien pour limiter ses impacts sur l'environnement, avec la suppression des suremballages. Il s'engage également aux côtés de La Croix-Rouge française, faisant don de certains produits, destinés à être distribués aux familles en situation de précarité.

**Notre objectif est clair :  
ÊTRE UN ACTEUR ENGAGÉ  
AU SEIN DE LA SOCIÉTÉ**



*Nous cultivons et récoltons  
les légumes à maturité pour vous offrir*

***le meilleur  
de leur saveur***

Retrouvez  
nos autres engagements sur  
[www.lepotager.com/engagements](http://www.lepotager.com/engagements)

Figure 44 - Environmental and Social' visual (mix visual) final test

Finally, participants completed the sections in the following order: (1) control questions, purchasing power concern and scepticism regarding CSR communication (2) perceived

value, (3) trust (4) other pool of control questions. Figure 45 below describes the ordering of the questionnaire.

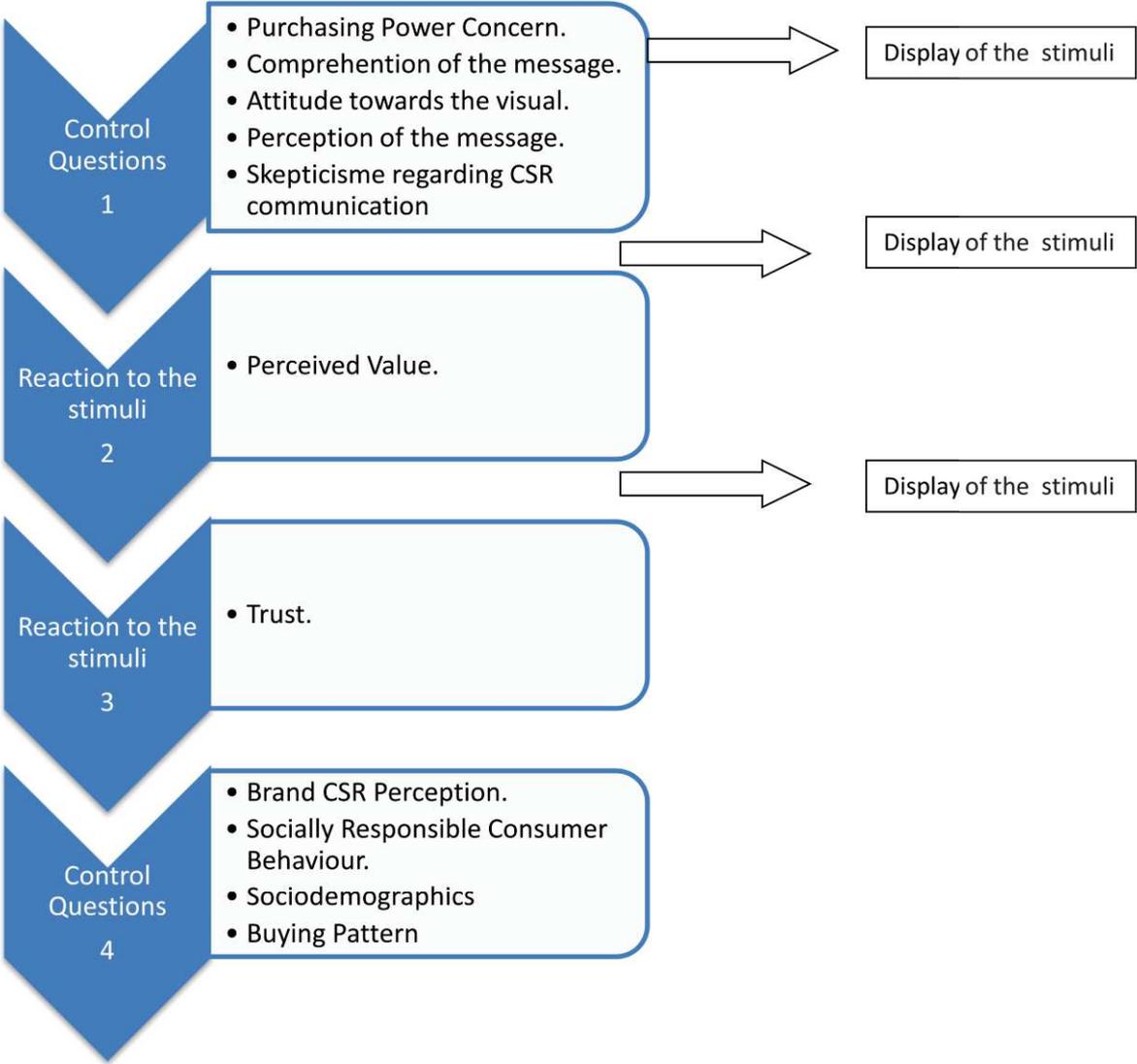


Figure 45 - Structure of the final questionnaire

## **Section IV-3: Final Study**

The (EFA) was used to reduce the number of scale items and modify the survey instrument for the pretest (study 2). Moreover, the confirmatory factor analysis (CFA) is a technique used in order to provide a more rigorous test and interpretation of the data structure and its performance in order to verify the dimensionality of the different scales. We confirm the factor structure we extracted in the EFA previously done for the pre-test.

### **IV-3.1 General choices relative to measuring instruments**

Marketing research depends largely on the development of valid and reliable measures of variables and constructs (Churchill, 1979). It is feasible to build original theories and to propose management models, but without an adequate measurement of the constructs and variables which characterize the phenomenon, there is the risk that the knowledge produced cannot be generalized, and diffused in the academic and business context. The measurement of our constructs, then, is the process of linking abstract concepts to empirical indicators, which but is to complete the fundamental psychometric properties of the resultant measures: reliability and validity (Evrard et al., 2009). For this study, the selection of scales come from robust theories with a Cronbach's Alpha, above 0,6 what is expected in order to have an internal satisfactory level of reliability. Also, according to Devellis (2003) we have chosen mostly positive constructs, as negative constructs may cause an artificial multidimensionality. In order to build our survey, different scales are borrowed merely from the Anglo Saxon literature and also translated and validated in the French context. All our scales are using 5- point Likert options ranging from 'strongly disagree' (1) to 'strongly agree' (5).

## **IV-3.2 Choices relative to the dependent variables**

### **Perceived Value**

As mentioned before in chapter 2, two major approaches to the conceptualization of perceived value can be identified in the literature of marketing. The first one, refers to the utilitarian value, which is the benefit received relative to the cost of the product or service (Zeithaml, 1988). The second one, is identified as an experiential value (Aurier et al., 2004) relative to the capacity of a product or a brand to generate an experience due to the exchange of feelings and emotions. The experiential value approach is in the interest of this study. In fact, our qualitative research and the literature in marketing show that CSR communication is likely to be positive evaluated by the following sources of value: social and ethical.

### **Social value**

The social value arises when one's own consumption behavior serves as a means to influence the responses of others (Holbrook, 2006). Green and Peloza (2011), assert that products from committed enterprises have the capacity to lead consumers in to self-enhancement feelings in the eyes of others. Indeed, consumers want to be known by others, according to their firmly beliefs and feelings with regards to their engagement in environmental and social activities (Morsing and Schultz, 2006). Also, by doing so, consumers won't feel social pressure and avoid a negative stigma regarding to a negative stereotyping of irresponsible consumers (François-Lecompte and Valette-Florence, 2006). In order to measure the social value for this study, we borrow the PERVAL multidimensional scales from Sweeney and Soutar (2001). This scale has been also developed to measure the social dimension with regards to the enhancement of social self-concept. The PERVAL measure for the social dimension was developed in 4 items in order to determine what consumption values drive purchase attitude and consumer behavior regarding to the brand. This scale had the opportunity to be tested in the French context in the automotive industry by Riviere (2008). Aside from being theoretically robust

in the marketing field, this scale measurement has also a satisfactory reliability. Measure scale is shown in table 38.

Social Value	
Code	Statements
VS_1	This product would improve the way I am perceived by others.
VS_2	This product would make a good impression on other people.
VS_3	This product would help me to feel accepted by others.

*Table 38 - The measure for social value*

### **Ethical value**

Different forms of multidimensional ethical scale measurement have been used in several empirical studies. For example, as mentioned previously in the study, Redenbach and Robin (1988) proposed a multidimensional scale of five different dimensions (justice, relativism, utilities and deontology). This scale has been tested by Hansen (1992). Also, Sanchez-Fernandez et al., (2009) propose an adaptation of Holbrook’s proposal (1999) where the ethics and spiritual value are combined under the heading of altruistic value. She asserts that both concepts have in common that “both lie outside the sphere of ordinary marketplace exchanges.” Indeed, in the typology of consumer value referred in Holbrook’s (1999), the concept of ethics deliver feelings of virtue, justice and morally, and the concept of spirituality carry feelings of faith, ecstasy, rapture, sacredness and magic. The aim of this study is to measure the ethical value perception that outcomes from the CSR communication. With this purpose, the scale of Sanchez-Fernandez et al., (2009) is in the interest of this study. They developed a multidimensional scale to measure the efficiency, quality, social value, play, aesthetics and ethical values in order to understand the consumer value in a service context. However, we will only borrow the 4 items concerning the ethical value. Measure scale is shown in table 39.

Ethical Value	
Code	Statements
VE_1	For me buying this product has an ethical interest, as I consider that these products come from a responsible enterprise.
VE_2	The enterprise's social and environmental principles are coherent with my ethical values.
VE_3	I feel attracted by the ethical communication of this enterprise.
VE_4	For me buying the enterprise's products is synonymous with ethics.

*Table 39 - The measure for ethical value*

## **Trust**

For a large body of research, trust is a key one-dimensional in the marketing literature. In fact, it is a variable in the development of an enduring desire to maintain a relationship in the long term (Morgan and Hunt, 1994; Crosby et al., 1990; Gabarino and Johnson, 1999). However, the concept of trust has been recently been developed as a multidimensional concept. For example, Delgado-Ballester (2004) describes this concept as “The confident expectations of a brand’s reliability and intentions in situations entailing risk to the consumer.” She conceptualize trust in two dimensions: brand reliability and brand intentions. Moreover, Gurviez and Korchia (2002), propose this concept with three different dimensions: credibility, integrity and benevolence. Finally, as previously mentioned in Chapter 2, Ganesan and Hess (1997) distinguish two different dimensions of trust: credibility and benevolence. For example, they described credibility as “the partner’s intention and ability to keep their promises” and benevolence as “the qualities, intentions and characteristics attributed to the partner to demonstrate an authentic concern and care through sacrifices that exceed a purely egocentric profit motive.” These two dimensions will be in the interest of this study, this scale measurement has been borrowed and validated by a large body of research for its theoretical strength and validity. Also, it has

been tested in the French context by Aurier and Séré de Lanauze, (2012). Measure scale is shown in table 40.

Trust	
Code	Statements
CONF_C_1	This brand has been honest in dealing with us.
CONF_C_2	Promises made by this brand are reliable.
CONF_C_3	If problems such as shipment delays arise, this brand is effective in its action.
CONF_C_4	This brand has been consistent in terms of their policies.
CONF_B_5	This brand considers our interests when problems arise.
CONF_B_6	This brand would make sacrifices for us.

*Table 40 - The measure for trust*

**IV-3.3 Choices relative to moderator variables**

**Purchasing Power Concern**

The concept of purchasing power concern has been suggested virtually only by Bertrandias and Lapeyre (2005) as clear consumer concern with regards to the ability to purchase products in the context of organic food products. A large body of research underline consumers’ feelings of helplessness, as they cannot buy all the products from engaged brands they would normally like to buy. In fact, results from our qualitative research show that consumers find engaged products more expensive than mainstream products. Therefore, this concept appear important in our research as it can have a negative influence on CSR brand communication and consumer’s purchase intention. Therefore, we will

borrow their scale measurement that has been tested in the French context. Measure scale is shown in table 41.

Purchasing Power Concern	
Code	Statements
PPA_1	Although it requires from me a lot of energy, I still try to preserve my purchasing power.
PPA_2	If I pay attention when I do my shopping, I can be able to preserve my purchasing power.
PPA_3	I hate the idea of losing my purchasing power.
PPA_4	When I do my shopping, I have in mind my purchasing power.

*Table 41 - The measure for purchasing power concern*

**Scepticism**

Obermiller and Spangenberg (1998) defined scepticism toward advertising “as the tendency to disbelieve the informational claims of advertising.” They suggest that consumers who are high in ad scepticism “should like ads less, and find their claims less believable, less influential, and less informative.” Moreover, Pechpeyrou and Odou (2012) borrow the scale of scepticism from Obermiller and Spangenberg (1998) and show through three different experiments how individual consumer scepticism towards promotional advertising have a negative effect on consumers positive promotional responses and purchase intentions. Furthermore, several studies in the marketing literature, show that consumer traits, in particular scepticism, can influence consumer response to Corporate Social Responsibility communication (Elving, 2013) and cause related marketing (Gupta and Pirsch, 2006; Singh et al., 2009; Webb and Mor, 1998). In fact, Elving (2013) tested the influence of fit and reputation on consumer scepticism when confronted to CSR

communication and makes a distinction between profit-oriented and society-driven motives. Then, we will borrow the scale of scepticism towards advertising from Obermiller and Spangenberg (1998). Measure scale is shown in table 42.

Skepticism of CSR communication	
Code	Statements
SCA_1	We can depend on getting the truth in most advertising.
SCA_2	Advertising’s aim is to inform the consumer.
SCA_3	Advertising is reliable source of information about the quality and performance of products.
SCA_4	Advertising is truth well told.
SCA_5	I feel I’ve been accurately informed after viewing most advertisement
SCA_6	In general, advertising presents a true picture of the product being advertised.

*Table 42 - The measure for Scepticism*

**IV-3.4 Choices relative to control variables**

**Consumers CSR brand involvement**

A key motivation to explain the Consumer Socially Responsible Behaviour (CSRb), is consumers’ interest towards CSR activities. Different scholars propose scales to measure individual involvement towards a cause (Grau and Garreston-Folse, 2007; Meyers-Levy, 1990). Stanley and Lasonde (1996) study the general implication towards environmental problems using the scale measure called PII (Personal Involvement Inventory). This scale measure was borrowed from a revised scale measurement of Zaichkowsky (1985, 1994). This scale has a balance of cognitive and affective items and is easily to apply to measuring involvement with advertising, products, purchase situations etc. Also, it has been already, translated and validated in the French context by Galan (2003). As a result,

we will borrow this scale measurement as it fits perfectly to our study. Measure scale is shown in table 43.

Consumers CSR brand involvement	
Code	Statements
IMP_1	Important
IMP_2	Boring
IMP_3	Exiting
IMP_4	Appealing
IMP_5	Needed
IMP_6	Mundane
IMP_7	Involving

*Table 43 - Measure for consumers CSR brand involvement*

**Socially Responsible Consumer Behavior**

The best evidence of consumers’ involvement regards to a social or environmental cause is the result of their acts (Lapeyre, 2008). Kotler (1992) define Social Responsible Consumption (SRC) as “a person basing his or her acquisition, usage and disposition of products on a desire to minimize or eliminate any harmful effects and maximize the long-run beneficial impact on society”. Moreover, Wang and Anderson (2011) suggest that consumers may have different levels of perceived importance of CSR. In line of these findings, the measure of Social Responsible Consumption (SRC) in our study is relevant, as it can modify the positive or negative influence on consumers perceive value with regards to CSR communication. The work of Roberts (1996) is close to our concerns since the researcher have proposed a scale of socially responsible consumer behavior with regards to environmental and social activities. However, it seems not to be updated with the social or environmental concerns that consumers have to deal with today. However, a more recent and complete contribution from Durif et al., (2011) seems to be more adapted to our study. We believe that this scale fits perfectly to our concern as we would like to understand whether acts rather than intentions with regards to CSR engagement are made

by the consumers. Moreover, we are going to adopt this scale measure borrowed and adapted to the French context from Lapeyre (2008) as his research is close to our study. This scale is divided in five dimensions: The business and social cause behavior, who refers to consumer behavior in support to organizations with social convictions, local consumption behavior and de-consumption behavior, consumer behavior towards local economy, which refers to consumers effort to collaborate to the internal economy of their region, consumer behavior towards local products, and finally consumer behavior towards consumption and waste. Measure scale is shown in table 44.

Socially Responsible Consumer Behavior	
Code	Statements
CCSRE_1	I boycott the enterprises that are disrespectful with their employees.
CCSRE_2	I boycott the enterprises that pollute the environment.
CCSRE_3	I boycott the enterprises that use child labor.
CCSRE_4	I prefer to buy products where part of the price goes to a humanitarian cause.
CCSRE_5	I prefer to buy products where part of the price goes to developing countries.
CCSRE_6	I prefer to buy fair trade products that guarantee a decent standard of living to small producers from developing countries.
CCSRE_7	When you have the choice between a European product and a product made somewhere else in the world, you choose the European product.
CCSRE_8	You buy rather French cars.
CCSRE_9	You buy rather fruits and vegetables produced in France.
CCSRE_10	You prefer to buy products from you region.
CCSRE_11	I limit my consumption of what I really need.
CCSRE_12	I pay attention no to consume in excess.
CCSRE_13	I make myself some products in order to avoid buying them.

*Table 44 - Measure for CSR consumer behavior*

## Brand Social Responsibility Perception

The brand CSR perception is a relevant concept as it shows the legitimacy of the brand with regards to their social engagement in the short and long term. For example, Dincer and Dincer (2011) developed a scale to measure brand trustworthiness, awareness, and philanthropic activities from consumer's perspective. Therefore, we adopt this scale, as we believe that this scale fits perfectly to our concern. Measure scale is shown in table 45.

Brand Social Responsibility Perception	
Code	Statements
PCSRM_1	This brand ensures that local people benefit from its contributions.
PCSRM_2	This brand sponsors and finances voluntary service.
PCSRM_3	This brand integrates charitable contributions into its business activities.
PCSRM_4	This brand help solve the social problems.

*Table 45 - The measure for Brand Social Responsibility Perception*

## Attitude towards advertising

An advertising is believed to enhance buyer's responses to purchasing behavior (Kotler, 1988). Hence, the purpose of advertising is to create brand awareness and give key information of the product benefits to consumers. A large body of research show that there is a high impact between attitude toward advertising and advertising effectiveness. For example, MacKenzie and Lutz (1989) assert attitude toward advertising in general has an important impact with several variables such as credibility and ad perception. They also suggest, that the ad execution involvement of the advertising is a key factor for explaining ad-based persuasion mechanisms. In fact, attitude toward the ad (AADV) refers to: "the audience's affective feeling about the advertising per se "(Lutz et al., 1983) Also, little active thought is required; the process is more or less automatic (Lutz et al., 1983). Therefore it appears appropriate to measure this variable and control it for the study

experiment. The scale from Mitchell and Olson (1981) seems to fit perfect for this study. Measure scale is shown in table 46.

Attitude towards the Advertising	
Code	Statements
Att_pub1	Good/bad
Att_pub 2	Like/dislike
Att_pub 3	Irritating/not irritating
Att_pub 4	Interesting/uninteresting

*Table 46 - The measure for attitude towards the advertising*

Finally a synthesis with all the constructs measurements is shown in table 47:

Synthesis for the final construct measurements		
Construct	Author	Items
Social Value	Sweeney and Soutar, 2001	3
Attitude towards the Ad	Mitchell and Olson, 1981	4
Ethic Value	Sanchez Fernandez et al., 2009	4
Trust - Credibility	Ganesan and Hess,1997	4
Trust - Benevolence	Ganesan and Hess,1997	2
Purchasing Power Concern	Bertrandias and Lapeyre 2009	3
Skepticism (advertising)	Obermiller and Spanenberg, 1998	6
Consumers CSR brand Involvement	Zaichkowsky, 1994	7
Socially Responsible Consumer Behaviour	Durif et al., 2011	13
Brand Social Responsibility Perception	Dincer and Dincer, 2011	4
Socio-demographic items		9
Total		68

*Table 47 - Measure for consumer's brand social responsibility perception*

## **Section IV-4 Verification of the sample and measures**

### **IV-4.1 Structure for the final sample**

The sample for the final set of data was representative to the French population (INSEE, 2014). Also, it was important to have at least 100 participants for experimental condition. As a result, our final sample constitutes 645 participants, 311 (48%) were men and 334(51%) were women. The majority of respondents 191 (29%) were from 25 to 34 years old from which 104 are women and 87 men. Also, 155 (24%) participants reported having a scholar level of BAC+2. Nearly, 291 (45%) are in couple with one child, and receive a net salary from 2,500 to 3,999 euros per month. Concerning their profession, 228(35%) are employees of which 101 participants are men and 127 are women. Concerning their buying behavior, 580(90%) participants declared to buy frozen vegetables, of which 203 (34%) buy frozen vegetables every month and 214 (33%) eat them once per week. Table 48 shows the characteristics of the sample.

Sample	Gender	%	Age	%	Occupation	%	Income	%	Geographics	%
n=645	Female	48,2	20 to 24	12,6	Farmer	0,31	less than 600€ nets / month	3,41	Ile-de-France	18,29
	Male	51,8	25 to 34	29,6	Craftsman	0,93	from 600 to 1 099€	6,36	Northwest	26,2
			35 to 44	24,2	Trader	0,93	from 1 100 to 1 599€	13,95	Northeast	24,81
			45 to 54	18,1	Executive/ Entrepreneur	1,86	from 1 600 to 2 499€	28,06	Southwest	10,08
			55 to 65	15,5	Professional class	3,41	from 2 500 to 3 999€	29,61	Southeast	20,62
			Intellectual professions	11,6	More than 4 000€ nets / month	9,3				
	Intermediate occupations	11	I don't wish to respond	9,3						
	Employee	35,4								
	Laborer	6,05								
	Retired	5,89								
Unemployed	10,7									
Women or men at home	4,5									
High school student	6,67									
Other	0,78									

Table 48 - The structure for the sample size for the final test

#### **IV-4.2 Extreme values and normality values (Kurtosis and Skewness)**

An important task for many statistical studies is to identify the position and variability of data. This procedure includes a histogram with two numerical measures of shape: skewness and kurtosis. Skewness measures the amount and direction of skew (departure from horizontal symmetry). A distribution of data is symmetric if it looks the same to the left and the right from the center point. Skewness measure is null when observations are normally distributed around the mean, positive when they are concentrated around low values, and negative when they are concentrated around high values. Moreover, Kurtosis measures whether the data are peaked or flat relative to a normal distribution. We judge that the variable follows the normal law when the symmetry coefficient is inferior (in absolute value) to 1 and that the flattening coefficient is inferior (in absolute value) to 1.5 (Carricano, Poujol and Bertrandias, 2010). Results show normality problems on some variables. According to Carricano (2010) this problem is frequent in social sciences including marketing, as we are measuring consumer behavior. The normality tabs are presented in the thesis appendix.

#### **IV-4.3 Exploratory Factor Analysis of the pre-test and the final sample**

As we mentioned before, the Exploratory Factor Analysis (EFA) is a tool commonly used for the pre-test in order to develop, refine and evaluate the scales and measures that can be used for a research study. According to William et al, (2012), the objectives of the Factor Analysis are the following: (1) Reduce the number of variables, (2) Examine the structure or relationship between variables, (3) Detection and assertment of unidimensionality of a theoretical construct (4) Evaluates the construct validity of a scale, test, or instrument,(5) Development of parsimonious (simple) analysis and interpretation,(6) Used to develop theoretical constructs,(7) Used to prove/disprove proposed theories. Thereafter, below we are going to show the different scores for each scale taking into account the previous objectives for our research model.

### Social Value- EFA of the pre-test data

The two items measuring the social value yielded an alpha coefficient of .964, which is considered as high. This may be due to the small number of items. However due to the same reason results from the test of Kaiser-Meyer-Olkin (KMO) are low (.5) but acceptable. Also, the eigenvalue and the scree plot revealed that the statement loaded on one factor account for 96% of the variance. All statements had factor loadings higher than 0,7. The summary of the results is shown in table 49.

KMO=500					
Bartlett $\chi^2 = 313,090254$					
ddl= 1					
Scale	Communalities	Components			Alpha
VS_1	0,966	0,879			0,776
VS_2	0,966	0,857			0,777
Total 1st component = 1,9					
% total variance = 96,588					
Alpha = ,964					

Table 49 - Social Value EFA of the pre-test data

### Social Value EFA of the final test data

As we mentioned before, the small number of items (two items) in the social value scale could have difficulties for the EFA and CFA. Therefore, a new “item 3” was included: “This product would help me to feel accepted by others”. As for the Pre-test, the three items measuring the social value yielded an alpha coefficient a bit lower than for the pre-test from (.964) to (.902), which is still considered as high. However, now with the new “item3” the Kaiser-Meyer-Olkin (KMO) increased from (.5) to (.742) which is acceptable. Also, the eigenvalue and the scree plot revealed that the statement loaded on one factor,

account for 83% of the variance. All statements had factor loadings higher than 0,7. The summary of the results is shown in table 50. On the whole, the structure of the scale is confirmed.

KMO=,742					
Bartlett $\chi^2 = 1240,961$					
ddl= 3					
Scale	Communalities	Components			Alpha
VS_1	,869	,933			,829
VS_2	,803	,896			,888
VS_3	,836	,914			,860
Total = 2,508					
% total variance= 83,605					
Alpha .902					

*Table 50 - Social Value EFA of the final test data*

### **Ethical Value EFA of the Pre-test data**

The four items measuring the ethical value yielded an acceptable alpha coefficient of (,889). Also, the test of Kaiser-Meyer-Olkin (KMO) has an acceptable loading of (,74). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 74% of the variance. All statements had factor loadings greater than 0,7. The table below describe the results more in detail. The summary of the results is shown in table 51.

KMO=,816					
Bartlett $\chi^2 = 351,944$					
ddl= 6					
Scale	Communalities	Components			Alpha
VE_1	0,742	,891			0,859
VE_2	0,689	,881			0,876
VE_3	0,793	,861			0,842
VE_4	0,775	,830			0,848
Total 1st component = 3,00					
% total variance = 74,993					
Alpha = ,889					

*Table 51 - Ethical value EFA of the Pre-test data*

### **Ethical Value EFA of the final data.**

The four items measuring the ethics value boosted the alpha coefficient from (, 889) to (.910). Also, the test of Kaiser-Meyer-Olkin (KMO) raised its loading of (,850). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 78% of the variance. All statements had factor loadings greater than 0.7. The table below describe the results more in detail. The summary of the results is shown in table 52. Generally, the structure of the scale is confirmed.

KMO= ,850					
Bartlett $\chi^2 = 1714,790$					
ddl= 6					
p< 0,000					
	Communalities	Components			Alpha
VE_1	0,822	0,907			0,873
VE_2	0,773	0,879			0,888
VE_3	0,774	0,88			0,888
VE_4	0,783	0,885			0,885
Total = 3,152					
% total variance = 78,808					
Alpha = .910					

*Table 52 - Ethics Value EFA of the final data.*

### **Trust EFA of the Pre-test data**

The four items measuring trust yielded a satisfactory alpha coefficient of (, 894). Also, the test of Kaiser-Meyer-Olkin (KMO) has a good loading of (.807). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 60% of the variance. All statements had factor loadings greater than 0.7. The summary of the results is shown in table 53.

KMO=,807						
Bartlett $\chi^2 = 652,942$						
ddl= 15						
Scale	Communalities	Components				Alpha
CONF3CR_3	0,834	0,874				0,863
CONF3CR_4	0,805	0,881				0,860
CONF3B_5	0,793		0,859			0,865
CONF3B_6	0,755		0,791			0,881
Total = 3,939						
% total variance = 60,646						
Alpha = .894						

*Table 53 - Trust EFA of the pre- test data*

### **Trust EFA of the final test data**

The four items measuring trust yielded a satisfactory alpha coefficient of (.914). Also, the test of Kaiser-Meyer-Olkin (KMO) has satisfactory loading of (.901). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 70% of the variance. All statements had factor loadings greater than 0,7 . The summary of the results is shown in table 54. Overall, the structure of the scale is confirmed.

KMO=,826						
Bartlett $\chi^2 = 1345,063$						
ddl= 6						
Scale	Communalities	Components				Alpha
CONF3CR_3	,673	,820				,864
CONF3CR_4	,770	,877				,833
CONF3B_5	,735	,857				,844
CONF3B_6	,761	,872				,835
Total = 2,938						
% total variance = 73,448						
Alpha = .878						

*Table 54 - Trust EFA of the final test data*

### **Skepticism EFA of the pre- test data**

The four items measuring scepticism yielded a satisfactory alpha coefficient of (, 864). Also, the test of Kaiser-Meyer-Olkin (KMO) has a good loading of (,852). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for a low loading of 59% of the variance. Finally, all statements had factor loadings greater than 0,7. The summary of the results is shown in table 55.

KMO=,852					
Bartlett $\chi^2 = 403,777$					
ddl= 15					
Scale	Communalities	Components			Alpha
SCA_1	,584	,850			0,843
SCA_2	,492	,789			0,854
SCA_3	,600	,775			0,841
SCA_4	,723	,764			0,822
SCA_5	,562	,749			0,846
SCA_6	,623	,703			0,838
Total 1st component = 3,5					
% total variance = 59,75					
Alpha = ,864					

Table 55 - Skepticism EFA of the pre- test data

### Scepticism EFA of the final test data

The six items measuring scepticism yielded at first an alpha of (,864). For the final test, the scale reached an acceptable alpha of (,858). Moreover, the test of Kaiser-Meyer-Olkin (KMO) is (,888). Also, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 67% of the variance. Finally, factor loadings are greater than 0,7 for all the items. The summary of the results is shown in table 56. Overall, the structure of the scale is confirmed.

KMO.888					
Bartlett $\chi^2 = 2254,393$					
ddl= 28					
Scale	Communalities	Components			Alpha
SCA_1	,687				,867
SCA_2	,559				,882
SCA_3	,698	,836			,812
SCA_4	,689	,830			,815
SCA_5	,713	,844			,807
SCA_6	,677	,823			,819
Total 1st component = 2,777					
% total variance = 67,921					
Alpha = .858					

Table 56 - Skepticism EFA of the final test data

### Purchasing Power Concern EFA of the pre- test data

Initially the scale measure for PPC was not very high. Thereafter, the four items measuring purchasing power concern yielded an alpha coefficient of (.721). Therefore, in order to enhance our coefficient alpha the “item3” with a low loading was deleted: “I hate the idea of losing my purchasing power”. We believe that the low loading for this item is the result of the difference in meaning in relation to the rest of the items, which statements messages are negative aspects of the enterprise. As a result, the three items yield an acceptable alpha of, 783. Moreover, the test of Kaiser-Meyer-Olkin (KMO) is acceptable (.667). Also, the eigenvalue and the scree plot revealed that the statement loaded on one factor, accounting

for 69% of the variance. Finally, the factor loadings are greater than 0,7. The summary of the results is shown in table 57.

KMO=,667					
Bartlett $\chi^2$ =163,806					
ddl=3					
Scale	Communalities	Components			Alpha
PPA_1	,759	0,87			,640
PPA_2	,572	0,76			,809
PPA_4	,764	0,87			,640
Total 1st component = 2,09					
% total variance = 69,83					
Alpha = ,783					

*Table 57 - Purchasing Power Concern EFA of the pre- test data*

### **Purchasing Power Concern EFA of the final test data**

The three items measuring purchasing power concern decreased its alpha coefficient from (,783) to (,645). In fact, initially, the Cronbach alpha measures for this construct were already low. Nevertheless, this scale was the only one that could fit with the conceptual model we needed for our research. The decrease of its alpha could may be due to the biggest sample data. Additionally, the test of Kaiser-Meyer-Olkin (KMO) decreased its loadings to (,630). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 58% of the variance. Finally, almost all statements but “item3” had factor loadings greater than 0,7. The summary of the results is shown in table 58. Globally, the structure of the scale is confirmed.

KMO= ,630						
Bartlett $\chi^2 = 269,954$						
ddl= 3						
Scale	Communalities	Components				Alpha
PPA_1	0,617	.815				0,525
PPA_2	0,664	.693				0,465
PPA_4	0,481	.786				0,644
Total = 1,76						
% of variance = 58,748						
Alpha = ,645						

*Table 58 - Purchasing Power Concern EFA of the final test data*

### **Comprehension of the message EFA of the pre- test data**

The four items measuring comprehension towards the message yielded an acceptable alpha coefficient of (.829). Also, the test of Kaiser-Meyer-Olkin (KMO) has an acceptable loading of (.738). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 66% of the variance. All statements had factor loadings greater than 0,7. The summary of the results is shown in table 59.

KMO ,738					
Bartlett $\chi^2 = 259,317$					
ddl= 6					
Scale	Communalities	Components			Alpha
Comp_1	,624	0,79			,796
Comp_2	,612	0,78			,801
Comp_3	,698	0,84			,771
Comp_4	,709	0,84			,766
Total 1st component = 2,64					
% total variance = 66,05					
Alpha = ,829					

*Table 59 - Comprehension of the message EFA of the pre- test data*

### **Comprehension of the message EFA of the final test data**

The four items measuring comprehension towards the message increased its alpha coefficient from (,829) to (,878). Also, the test of Kaiser-Meyer-Olkin (KMO) has an acceptable increased loading of (,790). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 73% of the variance. All statements had factor loadings greater than 0,7. The summary of the results is shown in table 60.

KMO=,790						
Bartlett $\chi^2 = 1392,317$						
ddl= 6						
Scale	Communalities	Components				Alpha
Comp_1	0,744	.862				0,840
Comp_2	0,691	.831				0,857
Comp_3	0,75	.866				0,837
Comp_4	0,744	.862				0,840
Total = 2,928						
% of variance= 73,215						
Alpha = .878						

*Table 60 - Comprehension of the message EFA of the final test data*

#### **Attitude of the ad EFA of the pre- test data**

The four items measuring attitude of the message yielded an acceptable alpha coefficient of (.897). Also, the test of Kaiser-Meyer-Olkin (KMO) has an acceptable loading of (.76). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 76% of the variance. All statements had factor loadings greater than 0,7. The summary of the results is shown in table 61.

KMO=,825					
Bartlett $\chi^2$ =381,795					
ddl= 6					
Scale	Communalities	Components			Alpha
Att_pub_1	,815	,903			0,851
Att_pub_2	,816	,903			0,849
Att_pub_3	,694	,854			0,888
Att_pub_4	,730	,833			0,877
Total 1st component = 3,05					
% total variance = 76,374					
Alpha = ,897					

*Table 61 - Attitude of the visual EFA of the pre- test data*

#### **Attitude of the ad EFA of the final test data**

The four items measuring attitude of the message boosted the alpha coefficient from (,897) to a satisfactory (,914). Also, the test of Kaiser-Meyer-Olkin (KMO) increased its loading to (,85). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for 79% of the variance. All statements had factor loadings greater than 0,7 . The summary of the results is shown in table 62.

KMO= ,854						
Bartlett $\chi^2 = 1782,34$						
ddl= 6						
Scale	Communalities	Components				Alpha
Att_pub_1	0,808	.899				0,884
Att_pub_2	0,807	.898				0,885
Att_pub_3	0,749	.865				0,902
Att_pub_4	0,818	.905				0,882
Total = 3,1						
% of variance = 79,56						
Alpha e= ,914						

*Table 62 - Attitude of the visual EFA of the final test data*

### **Brand CSR Perception EFA of the pre- test data**

The four items measuring brand Corporate Social Responsibility (CSR) perception yielded a good alpha coefficient of (.87). Also, the test of Kaiser-Meyer-Olkin (KMO) has a good loading of (.878). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor account for a loading of 74% of the variance. Finally, factor loadings are greater than 0,7. The summary of the results is shown in table 63.

KMO=,811					
Bartlett $\chi^2 = 351,390$					
ddl= 6					
Scale	Communalities	Components			Alpha
PCSRM _1	0,795	,892			0,83
PCSRM _2	0,834	,913			0,81
PCSRM _3	0,657	,810			0,87
PCSRM _4	0,664	,815			0,87
Total 1st component = 2,989					
% total variance = 74,715					
Alpha = ,878					

*Table 63 - Brand CSR Perception EFA of the pre- test data*

### **Brand CSR Perception EFA of the final test data**

The four items measuring brand Corporate Social Responsibility (CSR) perception yielded a good alpha coefficient of (,87). Also, the test of Kaiser-Meyer-Olkin (KMO) has a good loading of (,82). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, accounting for a loading of 72% of the variance. Finally, factor loadings greater than 0,7. The summary of the results are shown in table 64.

KMO= ,821						
Bartlett $\chi^2 = 1278,910$						
ddl= 6						
Scale	Communalities	Components				Alpha
PCSRM_1	0,781	0,884				0,815
PCSRM_2	0,744	0,863				0,828
PCSRM_3	0,681	0,825				0,847
PCSRM_4	0,685	0,828				0,846
Valeur Propre = 2,892						
% total variance = 72,293						
Alpha = .870						

*Table 64 - Brand CSR Perception EFA of the final test data*

### **Socially Responsible Consumer Behavior EFA of the pre- test data**

The thirteen items measuring socially responsible consumer behavior yielded a satisfactory alpha coefficient of (, 864). Also, the test of Kaiser-Meyer-Olkin (KMO) has a good loading of (,875). Finally, the eigenvalue and the scree plot revealed that the statement loaded on four factors, accounting for a loading of 59% of the variance. Also, loadings greater than 0,7. However, in order to make our questionnaire shorter for the final test, we will keep only the first six items related to business and social cause behavior which are relevant for our study. The summary of the results is shown in table 65.

KMO=,801						
Bartlett $\chi^2 = 1223,376$						
ddl= 78						
Scale	Communalities	Components				Alpha
CCSRE_1	0,847			,872		0,865
CCSRE_2	0,803			,832		0,863
CCSRE_3	0,741			,787		0,865
CCSRE_4	0,849		,875			0,867
CCSRE_5	0,857		,856	,332		0,866
CCSRE_6	0,771		,794			0,862
CCSRE_7	0,715	,799				0,863
CCSRE_8	0,837	,882				0,862
CCSRE_9	0,746	,845				0,869
CCSRE_10	0,74	,802				0,861
CCSRE_11	0,783				,849	0,868
CCSRE_12	0,829				,874	0,869
CCSRE_13	0,476				,639	0,876
Total 1st component = 2,989						
% total variance = 76,877						
Alpha = ,875						

Table 65 - Socially Responsible Consumer Behavior EFA of the pre- test data

### Socially Responsible Consumer Behavior EFA of the final test data

As we mentioned before in the study, with the aim to reduce the final questionnaire, and in order to be less redundant, we chose only two dimensions from the five dimensions of the scale. The two dimensions correspond to three items for the dimension “Enterprise” and three items correspond “Boycott”. These dimensions are related to the business and social cause behavior. We believe, that these two dimensions are the ones that better describe the CSR consumer behavior for our study. Thereafter, the six items measuring socially responsible consumer behavior yielded a satisfactory alpha coefficient of (.858). Also, the test of Kaiser-Meyer-Olkin (KMO) has a good loading of (.827). Finally, the eigenvalue and the scree plot revealed that the statement loaded on two factors, accounting for a loading of 77% of the variance. Also, loadings are greater than 0,7. The summary of the results is shown in table 66.

KMO=,827						
Bartlett $\chi^2$ =1908,671						
ddl= 15						
Scale	Communalities	Components				Alpha
CCSRE_1	0,804		0,858			0,829
CCSRE_2	0,726		0,744			0,822
CCSRE_3	0,813		0,894			0,850
CCSRP_4	0,771	0,838				0,831
CCSRP_5	0,805	0,881				0,839
CCSRP_6	0,718	0,807				0,837
Total 1st component = 3,5						
% total variance = 77,26						
Alpha = .858						

Table 66 - Socially Responsible Consumer Behavior EFA of the final test data

### Brand Social Responsibility Perception EFA of the pre- test data

The seven items measuring brand socially responsible consumer behavior yielded an unsatisfactory alpha coefficient of (, 666). Also, the test of Kaiser-Meyer-Olkin (KMO) has a low loading of (,689). Finally, the eigenvalue and the scree plot revealed that the statement loaded on one factor, account for an unacceptable loading of 39% of the variance. Finally, loadings have unsatisfactory scores as well. Thereafter, we have decided to eliminate this scale from the final test in order to shorten the final survey. Also, and more important, we believe that the measure of this control scale is not relevant for our study as participants are not familiar with the enterprise and as a result, they cannot have a judgment whether the enterprise is socially responsible or not. The summary of the results are shown in table 67.

KMO=,689					
Bartlett $\chi^2 = 558,368$					
ddl= 21					
Scale	Communalities	Components			Alpha
IMP _1	0,536	0,70			0,665
IMP _2	0,752		0,82		0,577
IMP _3	0,789	0,80	0,38		0,631
IMP _4	0,759	0,83			0,656
IMP _5	0,78	-0,33	0,82		0,594
IMP _6	0,856	-0,39	0,84		0,594
IMP _7	0,625	0,76			0,667
Total 1st component = 2,71					
% total variance = 39,09					
Alpha = ,666					

Table 67 - Brand Social responsibility Perception EFA of the pre- test data

A summary of the initial alpha and final alpha measures and final constructs for the pre-test and the final test is shown in tables 68 and 69.

Variable	Initial item	Initial alpha	Items removal	Final items	Final Alpha
Purchasing Power Concern	4	0,84	PPA_3	3	0,78
Comprehension towards the message	5	0,87	Comp_5	4	0,82
Visual attitude	4	0,91		4	0,89
Skepticism	6	0,93		6	0,86
Social Value	3	0,82		3	0,90
Ethical Value	4	0,87		4	0,88
Trust	6	0,75		6	0,89
Brand Social Responsibility Perception	4	0,91		4	0,87
Consumers CSR brand involvement	7	0,85	Completely removed	0	0,66
Socially Responsible Consumer Behavior	13	0,80		6	0,85

Table 68 - principal components analysis matrix EFA for the pre-test data

Variable	Pre-test item	Pre-test alpha	Items removal	Final items	Final Alpha
Comprehension towards the message	5	0,82	1	4	0,87
Visual attitude	4	0,89	0	4	0,91
Skepticism	6	0,86	0	6	0,85
Purchasing Power concern	3	0,78	0	3	0,64
Social Value	3	0,96	0	3	0,90

Ethical Value	4	0,88	0	4	0,91
Trust	4	0,89	0	4	0,87
Brand Social Responsibility Perception	4	0,87	0	4	0,87
Socially Responsible Consumer Behavior	13	0,80	7	6	0,85

Table 69 - principal components analysis matrix EFA for the final test data

#### IV-4.4 Justification for the rotation EFA for the final data

There are two main different rotation methods: orthogonal and oblique. The orthogonal method, presuppose that factors in the analysis are “uncorrelated” and the oblique rotation method assume that factors are “correlated” (Gorsuch, 1983). For the version 16 of SPSS there are five different rotation methods: varimax, direct oblimin, quartimax, equamax, and promax. The ones used for orthogonal method are: varimax, quatrimax and equimax, and two are oblique: direct oblimin and promax. According to Tabachnick and Fidell (2007), the best way to determine the use between orthogonal or oblique rotation is to first request oblique (direct oblimin and promax) with the desire number of factors and then look at the correlations toward the factors. Afterwards, if results are not driven by the desired data, another alternative remains to use the orthogonal method. Finally, Gorsuch (1983) recommends first rotating with varimax (orthogonal) or promax (oblique). Thereafter, for our study we used the Promax rotation which was more efficient for the construct structures as shown in table 70.

Components					
	1	2	3	4	5
VE_1	0,929				
VE_4	0,823				
VE_2	0,799				

VE_3	0,725				
SCA_5		0,795			
SCA_4		0,761			
SCA_3		0,749			
SCA_6		0,682			
VS_1			0,964		
VS_3			0,842		
VS_2			0,782		
PPA_2				0,735	
PPA_1				0,658	
PPA_3				0,461	
CONF 3					0,882
CONF 1					0,856
CONF 2					0,782
CONF 4					0,723

*Table 70 - Synthesis from the principal components analysis matrix EFA for the final test data*

## **Section IV-5 Confirmatory Factor Analysis**

### **IV-5.1 Used indexes and thresholds**

This section explores the fit of our model and the reliability results for the construct measures by a confirmatory factor analysis (CFA). The reliability test examines the internal consistency of the item in a measure to settle if the variables should be retained or eliminated. This process follows individual and overall measures to verify the dimensionality of the construct and validity of the scores.

## IV-5.2 Model fit indices

The use of Structural Equation Modelling (SEM) is current in the marketing literature and has steadily increased in the business literature. This statistical technique is used for the measurement models, structural models or the mix of the measurement and structural parameters in one single analysis (McQuitty, 2004). The Structural Equation Modeling, is a quantitative technique which tests the theoretical relationships between observed endogenous variables and latent unobserved exogenous variables (Byrne, 2001). The SEM outcomes are the result of variances, regression weights, covariance, and correlations in its iterative procedures converged on a set of parameter estimates (Hu, and Bentler, 1995). During the process of verification, fit statistics need to be evaluated in order to corroborate if the proposed model fits to the data or not, or if any modification is required to increase fit. There are different types of statistical fit models. For example, absolute fit indices, incremental or comparative fit indices and indices of model parsimony. For each of them there is a required minimum level of score or value for good fit (Arbuckle, 1999). It is unlikely to find all of them in a research article; nevertheless, for this study we select the most appropriate for our study. The first group, corresponds to the absolute fit indices which determine a correctly specified model that adequately represents the sample data. For example, GFI and AGFI (adjusted GFI) which need to be equal to, or greater than 0,90 to indicate a good fit, and less than or equal to 1. However, GFI tends to be larger as a sample size increases, and AGFI, may underestimate fit for small sample sizes (Bentler, P. M., 1990). Moreover, RMSEA (Root Mean Square Error of Approximation) needs to be equal to 0,08 or less than 0,05 to indicate good fit. It tends to improve as we add variables to the model, specifically with larger sample size (Bentler, 1990). However, it doesn't take into account the complexity of the model. In addition, the SRMR (Standardized RMR, or Root Mean Square Residual) should be less than 0,05 for a good fit. In fact, the smaller the SRMR, the better the fit is. The second group of chosen indices belong to the incremental or comparative fit indices. For example, CFI (Comparative Fit Index) and TLI (Tucker Lewis Index) known as the non-normed fit index, assert the relative improvement in fit to the model. To justify the model fit, the proposed model is compared to some baseline fit

criteria (Saleh, 2006). The indices for CFI and TLI are meant to lie between zero to 1 or to 0,95 in order to obtain a very good fit score, and greater than 0,90 to accept the model. Moreover, we also take into account the indices of CMIN/df, which are the equivalent of the Chi-square value divided by degrees of freedom. These indices belong to the minimum value of discrepancy which should score about 2 to 1 or 3 to 1 in order to indicate an acceptable fit between the hypothetical model and the sample data. In the table below, we stress the scores of the indices that should be taken into account as main guidelines for our study. Finally, reliability scores can be measured with the coefficient Jöreskog Rho that has to be superior to 0,7. The list of indices is presented in table 71.

Measures	Authors and Definitions	Thresholds
Absolute fit indices: determine how well the model fits the sample data.		
GFI	Goodness of Fit (Jöreskog and Sörbom, 1984)	< 0,90 with a value as close as possible to 1.
AGFI	Adjusted Fit Index (Jöreskog and Sörbom, 1984)	< 0,90 with a value as close as possible to 1.
SRMR	Standardized Root Mean Square Residual (Jöreskog and Sörbom, 1984)	< 0,05 with a value as close as possible to 0.
RMSEA	Root Mean Square Error of Approximation (Steiger and Lind, 1980)	< 0,05 with the lowest significance value as possible. 0,08 is acceptable.
Incremental/comparative fit indices: analyze the discrepancy between the data and the hypothesized model.		
TLI	Tucker Lewis Index (Tucker and Lewis, 1973)	< 0,90 with a value as close as possible to 1.
CFI	Comparative Fit Index (Bentler, 1989)	< 0,90 with a value as close as possible to 1.
The minimum value of discrepancy		
CMIN/df	Chi-square divided by degrees of freedom (Jöreskog, 1969)	Between <3 and <5.

*Table 71 - Threshold of indices for model fit.*

Source: Adopted from Mussol (2014), Balbo (2012) and Holmes-Smith et al., (2004).

### **IV-5.3 Initial Measurement Model Fit and Modification**

In this part of our study we will be focused on the key findings with regards to initial measurement model fit in relation with the confirmatory factor analysis (CFA). According to the results we may suggest simplification, modification, or any refinement in the measure model for theory testing and analyzing the level of fit. Therefore the extracted scores were done with the help of the statistical software AMOS 2,1. According to Anderson and Gerbing (1988), the item deletion and adding a new path indicator are the best way to get a better fitting model in case of bad fit.

#### **Scepticism towards CSR communication and Purchasing Power concern: CFA findings.**

The constructs of scepticism and purchasing power concern were measured in one single model which can be justified conceptually by the literature. Specifically, Tahir et al., (2011) explain the influence of scepticism on green purchase behavior. Also, Ethicity, (2013) explain the link between consumers' responsible purchase behavior and its impact on consumer scepticism and purchasing patterns. Moreover, the CFA analysis is not possible to be conducted in a unidimensional scale of only three constructs, which is the case for purchasing power concern. Thereafter, the multidimensional scale of Scepticism was measured using six items from the scale of Obermiller and Spanenberg (1998), and three other items belong to the scale of purchasing power concern from Bertrandias and Lapeyre (2010). Examination of the standardized regression weights in the analysis revealed that items 1 (.62) and item 3 (.49) had relatively low loadings. Further, as the scale is only composed by three items, we decided to delete only the 'item 3' which has an unreasonable score. Further, the overall scale measurement was enhanced and then shows high loadings. Thereafter, the structure in nine items of the measurement scale of scepticism and purchasing power concern is confirmed. Finally, the composite construct reliability for Scepticism (Rhô de Jöreskog) is 0,91 which is well above the acceptable indices. However, for PPC is low 0,70. Results are presented in table 72.

Construct	Items	Standardized regression weights	T test
Skepticism and purchasing power concern	SCA_1	0,79	-
	SCA_2	0,69	18,01
	SCA_3	0,79	21,297
	SCA_4	0,76	20,349
	SCA_5	0,76	20,475
	SCA_6	0,76	20,384
	PPA_1	0,62	-
	PPA_2	0,76	4,618
	PPA_3	0,49	-
Joreskog rho	T test * Significant at $p < 0,001$		
Skepticism: ,91			
Purchasing power concern: ,70			
AVE (average variance extracted)			
Skepticism: ,567			
Purchasing power concern: ,401			

X2	df	CMIN/df	GFI	AGFI	SRMR	RMSEA	TLI	CFI
73,479	41	1,792	0,98	0,968	0,023	0,35	0,983	0,987

Table 72 - Summary of findings (CFA): Scepticism and purchasing power concern.

**Trust: CFA findings.**

In order to conduct the CFA for trust, six items were analyzed. The initial verification revealed that competencies items from trust 3 and 4 are relatively poorly correlated with other items in the scale. Therefore the “item 4” was associated with the ‘item 3’ and then correlated together. Despite the concerns, results enhance the final score. Finally, the inter-item correlation matrix revealed a good fit to the data. Also the composite reliability scores for this measure (Rhô de Jöreskog) are good which mean that these items are considered reliable for this measure. Results are presented in table 73.

Construct	Items	Standardized regression weights	T test
Trust	CONF_C3	0,7	19,244
	CONF_C4	0,79	22,542
	CONF_B6	0,83	24,066
	CONF_B5	0,84	24,667
Joreskog rho	T test * Significant at p < 0,001		
Trust: ,909			
AVE (average variance extracted)			
Trust: ,626			

X2	df	CMIN/df	GFI	AGFI	SRMR	RMSEA	TLI	CFI
167,639	60	2,794	0,963	0,944	0,026	0,53	0,98	0,985

*Table 73 - Summary of findings (CFA): Trust*

**Perceived value: CFA findings.**

The constructs of value were measured in one single model composed by social and ethical value. This choice has been made as the social value scale has only three constructs, which make difficult the analysis of CFA. The CFA results were consistent with the recommended level of model fit statistics, including acceptable standardized regression weights for all its items, as shown in table 74. Therefore, we consider that the model is acceptable without any modification.

Construct	Items	Standardized regression weights	T test
Perceived Value	VS_1	0,918	-
	VS_2	0,824	28,087
	VS_3	0,866	30,706
	VE_3	0,841	25,893
	VE_4	0,847	26,182
	VE_1	0,871	27,341
	VE_2	0,831	-
Joreskog rho	T test * Significant at $p < 0,001$		
VE: ,911			
VS: ,903			
AVE (average variance extracted)			
VE: ,718			
VS: ,757			

X2	df	CMIN/df	GFI	AGFI	SRMR	RMSEA	TLI	CFI
267,511	79	3,386	0,948	0,921	,0329	0,61	0,968	0,976

*Table 74 - Summary of findings (CFA): Perceived Value*

**CSR Consumer Behavior: CFA findings.**

CSR consumer behavior in the proposed multidimensional model of this study was measured by six items. The first three belong to the construct related to “enterprise” (the responsibility of enterprises for their impacts on society) and the other three belong to the construct related to “boycott” (consumers reject towards enterprises due to unethical activities). The inter-item correlation matrix revealed that ‘item 2’ was poorly correlated with all other items in the scale. This suggests that this item is problematic and we decided to delete it. As a result a better fitting model was obtained for this model. Finally, the composite construct reliability score for this measure (Rhô de Jöreskog) was .911 which shows that the retained items are thought to be reliable measures. Results are presented in table 75.

Construct	Items	Standardized regression weights	T test
CSR consumer behavior	CCSR_1	0,942	-
	CCSR_3	0,729	12,65
	CCSR_6	0,758	-
	CCSR_5	0,829	19,78
	CCSR_4	0,833	19,83
Joreskog rho	T test * Significant at p <0,001		
,911			
AVE (average variance extracted)			
,675			

X2	df	CMIN/df	GFI	AGFI	SRMR	RMSEA	TLI	CFI
13,06	4	3,265	0,992	0,971	0,219	0,059	0,984	0,994

*Table 75 - Summary of findings (CFA): CSR consumer behavior*

### Comprehension and Attitude towards the visual: CFA findings

Two scales were proposed in one single model and measured together: attitude and comprehension towards the visual. The association of both constructs are complementary and can be justified theoretically in the literature (Lapaeyre, 2008). Also, as we mentioned before, a CFA analysis is not possible to be conducted in a uni-dimensional scale of only three constructs. Thereafter three items are held by each scale. Results show that ‘item 3’ from the comprehension of the visual was poorly correlated with all other items in the scale. Therefore, a deletion was an option to improve the overall measurement model fit. Results are exhibited in table 76.

Construct	Items	Standardized regression weights	T test
Comprehension and Attitude towards the visual	Comp_1	0,881	-
	Comp_2	0,793	16,226
	Att_pub_1	0,863	-
	Att_pub_2	0,863	27,378
	Att_pub_4	0,881	28,103
Joreskog rho	T test * Significant at $p < 0,001$		
Comprehension : ,825 Attitude : ,902			
AVE (average variance extracted)			
Comprehension : ,703 Attitude : ,755			

X2	df	CMIN/df	GFI	AGFI	SRMR	RMSEA	TLI	CFI
19,206	4	4,801	0,988	0,956	0,21	0,077	0,98	0,992

Table 76 - Summary of findings (CFA): Comprehension and Attitude towards the visual

**Brand Social Responsibility Perception: CFA findings.**

Brand social responsibility perception was measured by four items. The initial inspection of the inter-item correlations revealed high loadings concerning the CIM/df (4,801) and acceptable loadings of RMSEA (0,077). The CFA results were consistent with the recommended level of model fit statistics, including acceptable standardized regression weights for all its items, as shown in table 77. Therefore, we consider that the model is acceptable without any modification.

Construct	Items	Standardized regression weights	T test
Brand Social Responsibility Perception	PCSR_1	0,866	-
	PCSR_2	0,826	23,644
	PCSR_3	0,738	19,461
	PCSR_4	0,743	19,652
Joreskog rho	T test * Significant at $p < 0,001$		
,873			
AVE (average variance extracted)			
,632			

X2	df	CMIN/df	GFI	AGFI	SRMR	RMSEA	TLI	CFI
11,448	2	5,724	0,991	0,955	0,0019	0,86	0,978	0,993

*Table 77 - Summary of findings (CFA): Brand Social Responsibility Perception*

#### IV-5.4 Convergent and discriminant validity

Convergent and discriminant validity are considered as subcategories of construct validity. They work together with the coefficient rho (CR) in order to demonstrate that our model has evidence of construct validity. To evaluate convergent validity, the Average Variance Extracted (AVE) for each construct was evaluated against its correlation with other constructs. Thereafter, when the Average Variance Extracted (AVE) was higher than the construct's correlation with other constructs, then convergent validity was considered to be confirmed. On the other hand, discriminant validity is corroborated when Maximum Shared Variance (MSV) and the Average Shared Squared Variance (ASV) were both lower than the Average Variance Extracted (AVE) for all constructs. The correlation coefficients has been used in table 78.

Convergent Validity	CR Coefficient Rho	> AVE
	AVE Average variance extracted	> 0,5
Discriminant Validity	MSV Maximum shared value	< AVE
	ASV Average shared variance	< AVE

*Table 78 - Indicators for validity*

The total score for each scale was computed using the loadings from the CFA. Each scale was defined according to what it measures: (1) Scepticism; (2) Social Value; (3) Ethical Value (4) Trust; (5) Purchasing power concern (PPC). Table 79 shows the different score measures for the convergent and discriminant validity for each scale measure.

	CR	AVE	MSV	ASV	Scepticism	Social_value	Ethic_Value	Trust	PPA
Scepticism	0,853	0,592	0,630	0,375	0,77				
Social value	0,903	0,758	0,434	0,274	0,541	0,87			
Ethical value	0,91	0,718	0,566	0,361	0,702	0,581	0,847		
Trust	0,878	0,644	0,630	0,426	0,794	0,659	0,752	0,803	
PPC	0,686	0,536	0,085	0,059	0,291	0,173	0,223	0,271	0,732

*Table 79 - Convergent and discriminant validity of the measures*

Results concerning the convergent validity (AVE) show that measures related to each construct are related and reflect the idea of construct that they want to mean. In addition, the score for each construct is higher than 0,5. Moreover, the score for Maximum Shared Variance (MSV) and the Average Shared Squared Variance (ASV) for the scales were found to be lower than the (AVE) which confirm their discriminant validity. However, the scale for scepticism was found to be slightly higher than the (AVE) which marginally disapprove their discriminant validity. This measure also affects the construct of trust. A synthesis of these results is shown in table 80.

Variables	items	% of variance	AVE	Final alpha	MSV	Joreskog rho
Purchasing Power Concern	3	58%	0,4	0,65	0,08	0,7
Skepticism	6	67%	0,57	0,86	0,63	0,9
Social Value	3	83%	0,76	0,91	0,43	0,9
Ethical Value	4	79%	0,72	0,91	0,56	0,9
Trust	4	70%	0,63	0,91	0,63	0,9

*Table 80 - Summary of scores*

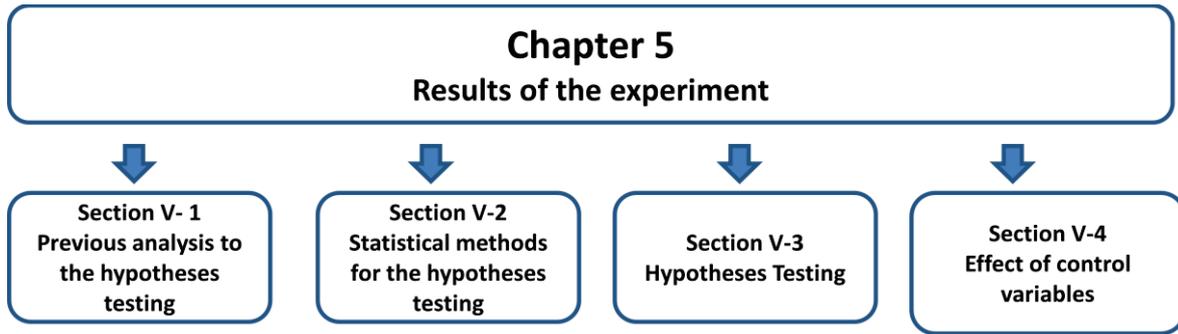
# Summary

This part of the study described the experimental procedure implemented for four different tests: (1) control analysis, which clearly showed the participant’s understanding of the four different messages (social, environmental, control and mix), (2) pre-test, that provided information about issues concerning the questionnaire. For example, the message impact with the core constructs, the length of the questionnaire, comprehension etc. (3) message control study, that help to identify the messages that better represent the main two different CSR messages (social and environmental) for consumers before launching the final questionnaire, and finally (4) final questionnaire, conducted to 645 respondents. Also, the second part of this chapter show the exploratory factor analysis EFA and the confirmatory factor analysis CFA made on the pre-test and final sample, which show a good reliability and validity for the final scales. The synthesis of the experimental method is shown in table 81.

Method	Experiment
Tool	Online survey
Category of products	Frozen vegetables
Steps	Control analysis (study 1) Pre-test (study 2) Message control (study 3) Final study (Study 4)
Sample	Consumers
Number	n = 157 and n = 645
Nature	Consumers

*Table 81 - Summary for the data collection method*

## **Chapter 5: Results of the experiment**



*Figure 46- Organization of chapter 5*

# Introduction

In this chapter we provide the results concerning the set of hypotheses formulated before in the study during Chapter 3. According to Leedy and Ormrod (2001) “in research, an investigator is able to either support or reject a hypothesis. If a hypothesis is rejected, it will lead to new hypothesis to explain the phenomenon in question. If a hypothesis is continually supported, it may evolve into a theory”.

*Therefore, the purpose of this chapter would be to provide the results of the experiment conducted to 645 consumers performed to understand if the group of hypotheses from H1a to H5f are validated or rejected.*

The first part of this chapter begins by previous analysis to the hypotheses testing. For example, results concerning respondents’ perception and comprehension of the stimuli, the purchase frequency regarding the stimuli category (frozen vegetables), the structure of the final sample in terms of gender and age. In addition, different tests like homogeneity of variance such as Leven’s test, the correlation analysis between dependent variables and covariates were also described. The second part of the chapter, show a two way Anova carried out to test the first set of direct effect hypotheses. Also, the second set of hypotheses of mediation and moderation effects were tested with SPSS through the macro PROCESS proposed by Hayes (2013). Finally, the study presents the results concerning the effects of the control variables.

## Section V-1 Previous analysis to the hypothesis testing

### V-1.1 Perception control for the visual stimuli

As tested before for the pre-test, our aim was to test participants clarity with regards to the message attribution related to each CSR brand engagement message (social message, environmental message and the mix of social and environmental messages) developed by

Lapeyre,(2008). Therefore, as shown in table 82, five items were integrated in the questionnaire in order to assure accurate and reliable results.

Code	In order to know if the communication strategy is clear to you, please read the following statements and tell us what the message is about.
PME_1	about its environmental engagement
PMQ_2	about its quality engagement
PMS_3	about its social engagement
PMI_4	About its innovation engagement
PMN_5	about its nutrition engagement

*Table 82 - Items measuring the stimuli perception*

In order to get the results for the CSR messages perception, a median test was conducted including each experimental condition and the different items measuring the stimuli perception through SPSS. Results are shown in table 83.

Respondents' stimuli perception						
Visual Message		Social	Quality	Nutrition	Innovation	Environmental
Social	Median	4,170	4,113	3,767	3,396	3,849
	N	159	159	159	159	159
	S.deviation	,8584	,8266	,8944	1,0001	,9084
Environmental	Median	3,607	4,055	3,877	3,810	4,380
	N	163	163	163	163	163
	S.deviation	1,0911	,8480	,9347	,9333	,8105
Control	Median	3,595	4,325	4,025	3,583	3,804
	N	163	163	163	163	163
	S.deviation	,9916	,7276	,8161	1,0353	,9677
Mixed	Median	4,138	4,100	3,894	3,631	4,181

(Social+Env)	N	160	160	160	160	160
	S.deviation	,8577	,8257	,9084	1,0133	,8232

Table 83 - Results measuring the stimuli perception

Results show that for the social, environmental and mix messages respondents are clearly evoking the engagement that correspond with the desire type of message (M social =4,170, M environmental =4,380 and Mix message (M-social =4,138 and M-environmental =4,181). Finally, for the control message participants evoked the quality message (M=4,325).

### V-1.2 Control test on purchase frequency

Get informed about participant's consumer behavior concerning the experimentation stimuli (frozen vegetables) is relevant for the study validity. Results show, that almost 90% of respondents buying frozen vegetables. Also, 34% of respondents buy them every month and finally, 33 % eat them several times a week or 30% eat them once a week. Thereafter, we can say that respondents are familiar with the stimuli. Results are shown in table 84.

Purchase frequency	Answer	Participants	%
Do you buy frozen vegetables?	yes	580	89,92
	no	65	10,08
Total		645	
How often do you buy frozen vegetables?	Every week	115	19,79
	Every 15 days	187	32,19
	Every month	203	34,94
	Every 2 or 3 months	60	10,33
	Less often	16	2,75
Total		581	

How often do you eat frozen vegetables?	Every day or almost	26	4,03
	Several days a week	214	33,18
	Once per week	188	29,15
	Every 15 days	74	11,47
	Every month	45	6,98
	Every two or three months	37	5,74
	Less often	29	4,5
	Never or almost never	32	4,96
Total		645	

*Table 84 - Results measuring the purchase frequency*

### **V-1.3 Structure of the four samples including the four experimental conditions**

The repartition of respondents by sex and age for the experimental condition is stable. In order to have an analysis about our sample we conducted a khi-deux test through SPSS. This test measures the relationship between two different nominal variables. In our case, this test will measure the influence between our four experiential conditions and its effect on gender and age. However, this test will not give us the strength of this relationship, so we use the V de Cramer. Measures can be seen in table 85.

Variables	Type	Social Message		Environmental message		Control message		Env+Social message		Total participants	
		N	%	N	%	N	%	N	%	N	%
Gender	Men	82	51,57	87	53,37	70	42,94	74	46,25	311	48,22
	Women	77	48,43	76	46,63	93	57,06	88	55,00	334	51,78
Total		159	24,65	163	25,27	163	25,27	160	24,81	645	100,00
Age	20 to 24 years	21	25,93	18	11,04	19	11,66	23	14,38	81	12,56
	25 to 34 years	49	25,65	50	30,67	50	30,67	42	26,25	191	29,61
	35 to 44 years	36	23,08	47	28,83	41	25,15	32	20,00	156	24,19
	45 to 54 years	26	22,22	24	14,72	32	19,63	35	21,88	117	18,14
	55 to 65 years	27	27,00	24	14,72	21	12,88	28	17,50	100	15,50
Total		159	24,65	163	25,27	163	25,27	160	24,80	645	100,00

*Table 85 - structure of the final sample in terms of gender and age within the four experimental conditions*

The sample of our study is composed by 645 participants divided in four groups of homogeneous size. For example: (group 1) 159 respondents, representing 24% of the sample, (group 2) 163 respondents representing 25% of the sample, (group 3) 163 respondents, representing 25% of the sample (group 4), 160 respondents, representing 24% of the sample. Nevertheless, men were slightly more exposed to the social message with 51% of men vs 48% women. That is the same case for the environmental message with 53% of men vs 46% of women. However, women were slightly more exposed for the

control message with 57% vs 42% of men and for the mix message with 55 % of women vs 46 % of men consecutively. This may have a light consequence in terms of results as women has been said to be more sensitive to CSR engagements (Keinert, 2008). Concerning the age, people between 25 to 34 represent the majority of respondents (29%) followed by the group of age between 34 to 44 years old (24%).

#### **V-1.4 Test for independence (Pearson’s chi-square test) on the four stimuli conditions**

A Chi-square test objective is to observe how good the observed distribution of data fits with the distribution that is aimed if the variables are independent. This test measures an ordinal or nominal variable with two or more categorical, independent groups. In table 86, we can see that there is no statistically association between our stimuli and the structure of the sample.

Chi square	Value	Df	Asymptotic bilateral signification
Stimuli x gender	4,931	3	0,177
Stimuli x age	148,751	135	0,198
Stimuli x income	8,102	18	0,977
Stimuli x occupation	34,802	39	0,659
Stimuli x geographics	17,709	15	0,278
Stimuli x studies	15,816	27	0,956
Stimuli x marital status	22,819	18	0,198

*Table 86 - Chi-square test for associations between the sample structure and the experimental stimuli*

## **Section V-2 Statistical methods for the hypotheses testing**

The use of inferential statistics allows researchers to measure and learn in samples about the behavior in populations that are often too large or inaccessible. In the case of marketing the Analysis of Variance is the most commonly used analysis to test hypothesis and also a privileged technique when dealing with data obtained through the experiment (Evrard et al., 2009). This method tests the difference in population means based on one or more characteristics or factors.

The logic of hypothesis testing is based in an understanding of the sampling distribution of the mean. A hypothesis testing will start by evaluating the null hypothesis (a statement about a population parameter, such as the population mean). The reason it is tested, is because it is thought to be wrong. Researchers always state an alternative hypothesis which is a statement that directly contradicts a null hypothesis by stating that the actual value of a population parameter is less than, greater or not equal to the value stated in the null hypothesis. The alternative hypothesis establishes that at least 95% of all sample means fall within about 2 standard deviations (SD) of the population mean. Moreover, that probability obtaining a sample mean is given by the value stated in the null hypothesis by the “p value”. This probability varies between 0 and 1 and can never be negative. When the “ P value” is less than 5% ( $p < .05$ ), we reject the null hypothesis. Also, when the  $P=.05$  the null hypothesis is also rejected. However, when the p value is greater than 5% ( $p > 0.5$ ) the null hypothesis is retained. The decision to retain or reject the null hypothesis is called “significance”.

### **V-2.1 Homogeneity of variances**

In order to test that variances are equal across groups or samples, we conducted a Levene’s test through an ANOVA with two factor test in SPSS. In table 87, we show that total values are higher than 0,05 which represents a significant difference. Therefore, the test

assumes a homogeneity of variance as the sampling have equal variances among all the variables.

	Levene's Test	ddl1	ddl2	P
Social value	1,153	3	641	0,327
Trust	1,392	3	641	0,244
Purchasing power concern	0,350	3	641	0,789
Scepticism	1,192	3	641	0,312
Ethical Value	0,733	3	641	0,533

*Table 87 - Test of Homogeneity of Variance Levene's Test*

## V-2.2 Control of the exogenous variables

In order to decide which test of analysis of variance for the hypotheses testing is the most suitable, we need to control the variables which are not part of the main experimental study, and may have an influence on the dependent variables, called “covariates”. They are also commonly known as control or dummy variables. Table 88 shows the variables analyzed with the ANOVA test.

Dependent Variables	Covariates	
	Brand Social Responsibility Perception	Socially Responsible Consumer Behavior
Social Value	0,489	0,415
Ethic Value	0,692	0,516
Trust	0,697	0,470

*Table 88 - Correlation analysis between dependent variables and covariates*

Results from the table above show that most covariates are highly correlated with the dependent variables. They show a score higher than 0,3.

### Section V-3 Hypotheses Testing

The main aim of the hypotheses is to guide the direction of the study. In fact, they will describe and identify the relevant facts between CSR communication (environmental and social message) on the dependent variables (perceived value and trust). The strength of these effects may be affected by two moderator variables (scepticism and purchasing power concern) as seen in figure 47, and mediator variables (perceived value). The independent variable is going to be manipulated with four different experimental conditions through four different messages (social, environmental, control and mix message: environmental and social).

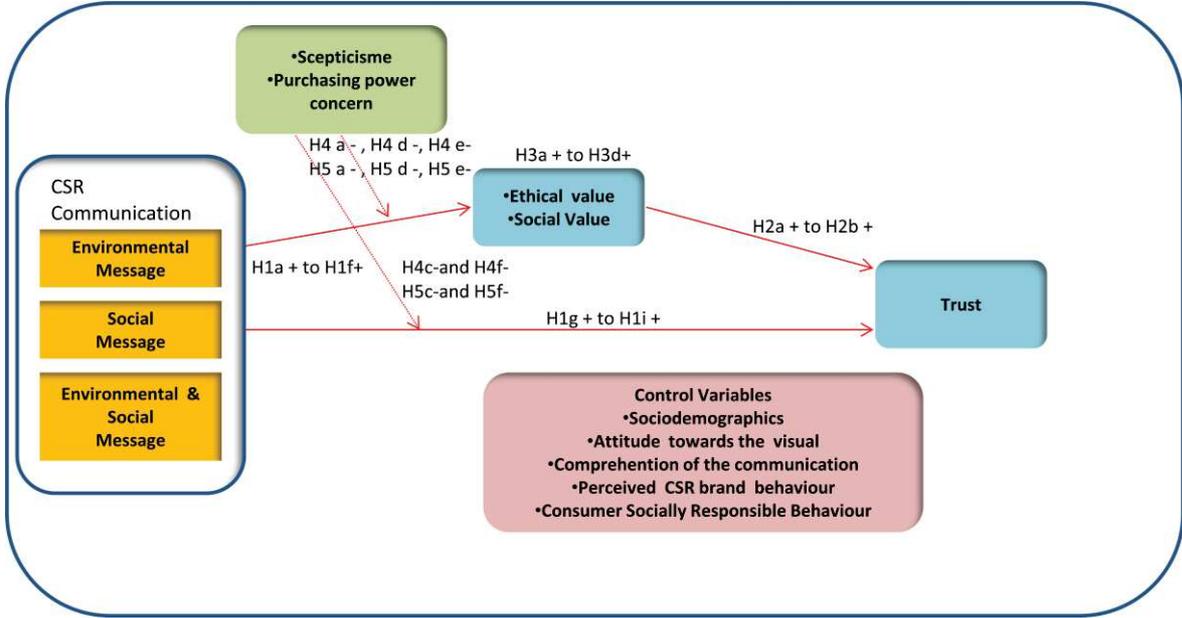


Figure 47 - Research model of CSR communication and Perceived Value.

### **V-3.1 Choice and verification of conditions for Anova**

As we mentioned before, a two-way ANOVA search to compare levels of two or more factors for mean differences on a single continuous response variable. Two factors (environmental and social messages) on more than one dependent variables (perceived value and trust) were tested. An advantage and power of the two-way Analysis of Variance (ANOVA), concerns the possibility to do a test of between-subjects effects analysis. This test is used when a factor uses independent samples in all conditions and the effect analysis can be seen in either univariate context or the multivariate context (including repeated measures). This analysis, will determine if respondents differ on their perception of the two different messages exposed to them: social, environmental or the interaction of both messages depending on their score. Finally, this study can happen whether the two independent variables or factors or their interaction are significant. These effects are combined effects of factors on dependent measures.

The aim of this part of the study is to learn more about differences in treatment depending on the message group. As mentioned before in chapter IV, the experimentation was composed of four different scenarios. Each scenario delivering different types of messages to four different groups of respondents: (1) a social message; (2) an environmental message; (3) a control message; (4) a mix message (environmental and social communication). Thereafter, in order to create an interaction, a treatment was done through SPSS by recoding and creating new grouping variables: environmental variable and social variables. Table 89 shows the experimental model and therefore the composition for the interaction regarding the social variable and environmental variable.

		Environmental message variable	
		Presence	Absence
Social message variable	Presence	Experimental condition 4 (mix message)	Experimental condition 1 (social message)
	Absence	Experimental Condition 2 (environmental message)	Experimental Condition 3 (control message)

Table 89 - Interaction variables in ANOVA

### V-3.2 Results of the study regarding direct effect hypotheses between central variables

A two- way analysis ANOVA with interaction effects are conducted to test the main effect hypotheses. The thresholds between 5% and 10% are considered to validate or marginally validate the hypotheses.

### V-3.3 Concerning CSR communication and its effects on social perceived value

*H1a. An exposition to an environmental message will positively affect the social perceived value.*

*H1b. An exposition to a social message will positively affect the social perceived value.*

*H1c. An exposition to a social and environmental message will positively affect the social perceived value.*

A two- way ANOVA is conducted in order to examined the effect of the environmental and social messages on social value. There is no significant interaction between the effects of both messages together on social value, ( $F=, 074$ ;  $p =, 786$ ). However, simple main effects analysis showed that respondents exposed to an environmental message ( $M= 2, 76$ ) present a higher perception of social value ( $F=7,812$ ;  $p=, 005$ ) than those respondents

exposed to the social message (M= 2, 38), the control message (M= 2, 49) and the mixed message (M= 2,61). Then our hypothesis H1a is validated and H1b and H1c are rejected. We sum up these results in figure 48.

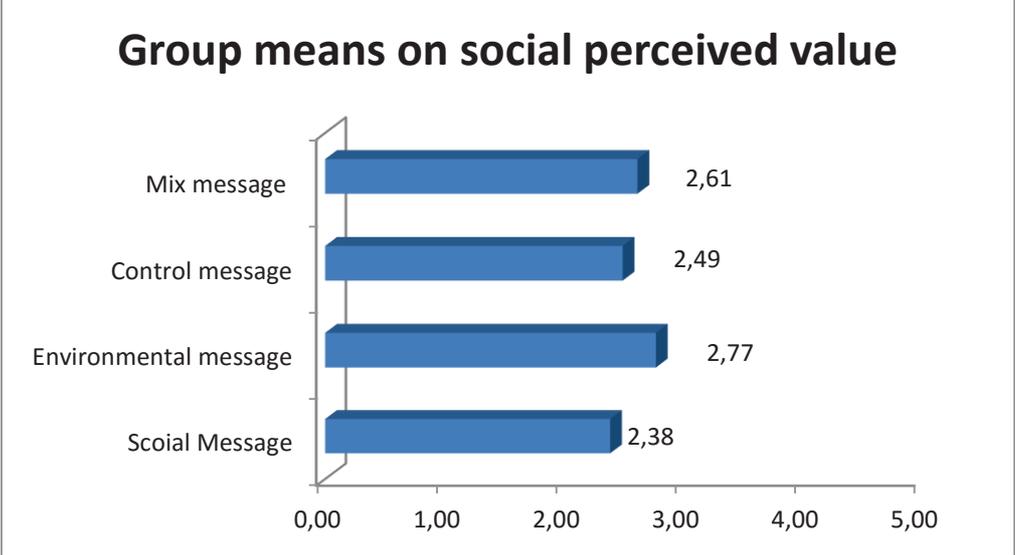


Figure 48 - Means on the social value with the four experimental conditions

**V-3.4 Concerning CSR communication and its effects on ethical perceived value**

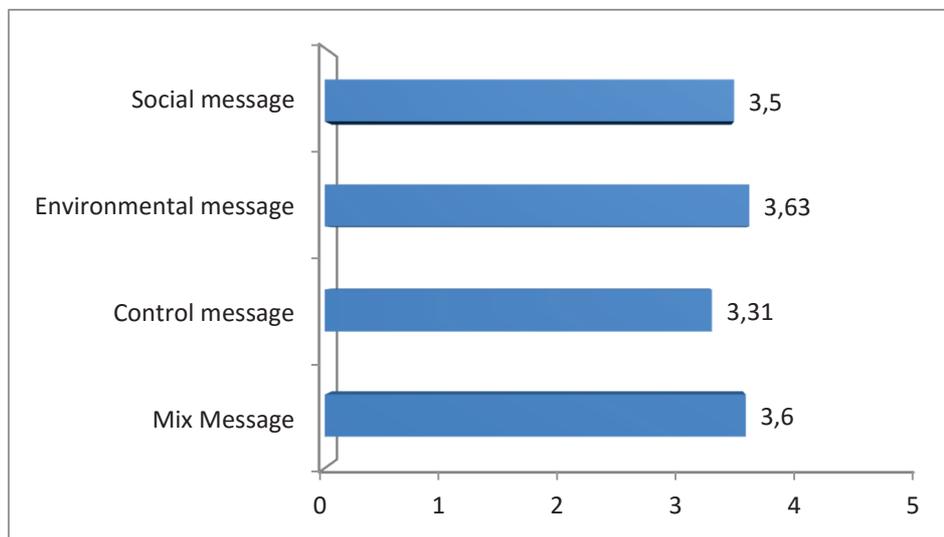
*H1d. An exposition to an environmental message will positively affect the ethical perceived value.*

*H1e. An exposition to a social message will positively affect the ethical perceived value.*

*H1f. An exposition to a social and environmental message will positively affect the*

### **Ethical perceived value.**

Results of two- way ANOVA on simple main effects analysis show that CSR communication has a significant effect on the ethical value. Outcomes allow us to determine that respondents exposed to the stimulus representing the environmental message (M= 3,63) present a higher perception on ethical value ( $F=8,252$ ;  $p=,004$ ) than those respondents exposed to the stimulus representing the social message (M= 3,50), the control message (M= 3,31) and the mixed message (M= 3,60). However, there is no significant interaction between the effects of both messages together on the ethical value, ( $F= 2, 34$ ;  $p =, 126$ ). Nevertheless, our hypothesis H1d is validated and H1e and H1f are rejected. We sum up these results in figure 49.



*Figure 49 - Means on the ethical value with the four experimental condition*

### **V-3.5 Concerning CSR communication and its effects on trust**

*H1g. An exposition to an environmental message will positively affect trust.*

*H1h. An exposition to a social message will positively affect trust.*

*H1i. An exposition to a social and environmental message will positively affect trust.*

Respondents declare to trust more ( $F=2,82$  ;  $p=0,93$ ) the environmental message ( $M= 3,56$ ) than the social message ( $M= 3,39$ ), the control message ( $M= 3,44$ ), or the mixed message ( $M= 3,49$ ). However, there are no significant interaction between the effects of both messages together on trust, ( $F= ,015$ ;  $p =, 901$ ). As we mentioned before, we established a p-value threshold of 5% and 10% for results interpretation. Thereafter, hypothesis H1g is marginally validated and H1h and H1i are rejected. We sum up these results in figure 50.

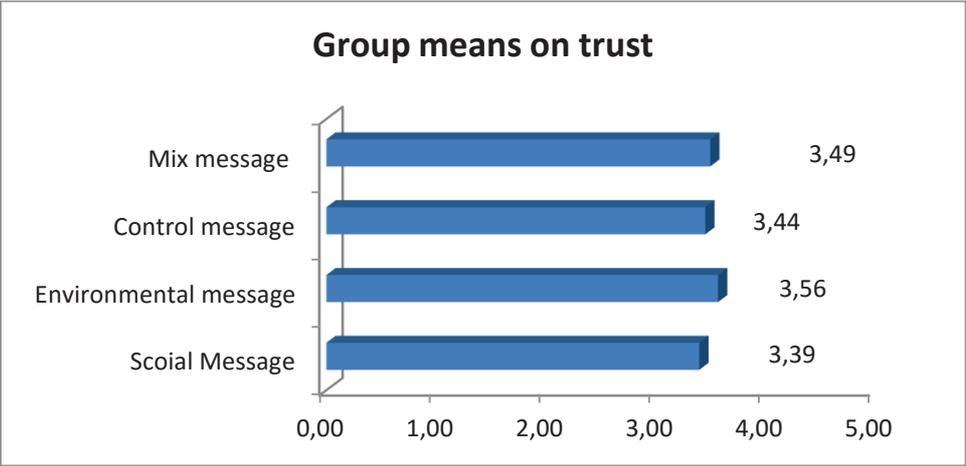


Figure 50 - Means on trust with the four experimental conditions

Results of two- way ANOVA on simple main effects analysis show that CSR communication, specifically through the environmental message has a significant effect on social value, ethical value and trust. Figure 51 shows the results.

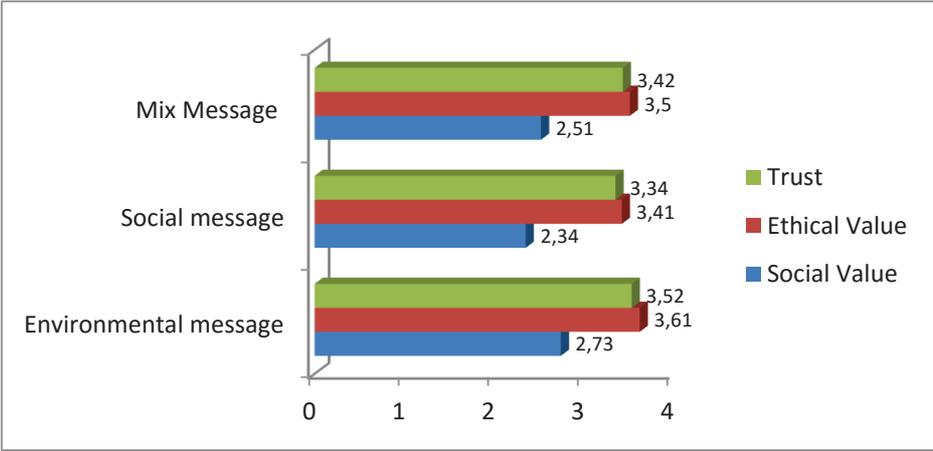


Figure 51 - The effect of CSR communication on perceived value and trust

Results of the Analysis of Variance for the four variables are presented in table 94.

As mentioned before, Hypotheses are validated when  $0 < p < 0.05$  and they are marginally validated when  $0.05 < p < 0.10$ .

CSR messages									
Central variables	Environmental		Hypotheses	Social		Hypotheses	Interaction		Hypotheses
	F	P		F	P		F	P	
Social value	7,815	0,005	H1a= validated	2,016	2,016	H1b=rejected	0,074	0,786	H1c=rejected
Ethical value	8,34	0,004	H1d= validated	1,029	0,311	H1e=rejected	2,34	0,126	H1f=rejected
Trust	2,831	0,093	H1g= marginally validated	0,958	0,328	H1h=rejected	0,015	0,901	H1i=rejected

Table 90 - ANOVA results concerning the hypotheses H1a to H1i

### V-3.6 Results of the study regarding mediating effect hypotheses

The use of the mediation analysis is commonly used in the marketing domain and has a strong influence from the research of Baron and Kenny (1986). The aim of this analysis is to learn if there is an observed relationship between the independent variables (CSR communication) and the dependent variable (Trust) through the mediator variable (perceived value). In other words, a mediating effect happens when the independent variable (IV) significantly affects the mediator variable (MV). Also, when the (IV) significantly affects the dependent variable (DV) in the absence of the mediator, and the mediator has a significant effect on the (DV) and the effect of the (DV) diminish upon the addition of the mediator to the model (Preacher and Leonardelli, 2006). The mediator variable is useful as it clarify the nature of the relationship between the (IV) and (DV) (McKinnon, 2008). The mediation effect can be seen in figure 52.

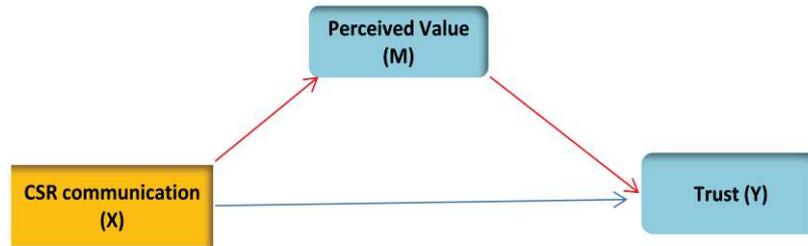


Figure 52 - Simple mediation with binary dependent variables: adopting PROCESS model 4

The mediating effects between CSR communication (environmental and social messages) and trust through perceived value, (social value and ethical value) were tested according to the method proposed by Hayes et al. (Hayes, 2009, 2013; Hayes et al., 2011; Preacher and Hayes, 2004; Preacher et al., 2007). This method is called “PROCESS”. It consists on a macro regression base that can be integrated as a plug in the regression analysis in SPSS. This model enables to estimate coefficients in mediation and moderation models of various forms. Also, it provides modern deduction methods about the inference effects including bootstrap confidence intervals. Finally, the threshold for significant results is  $p=0.05$ .

In order to analyze the mediating effects for the study, (simple mediation with binary dependent variables model). The template model number 1 from the PROCESS macro from Hayes (2013) was used (see appendix for some examples of the Process templates). The variables of environmental message and social message were entered as independent variables (X). Then, the variables of perceived value (social and ethical values) as mediator variables (M) and finally, trust as dependent variable (Y). According to Hays (2013), the mediation effect suggest that an independent variable “X” (e.g. CSR communication) influences a dependent variable “Y” (e.g. Trust) directly, as well as indirectly through a mediator variable “M” (e.g. social and ethical value) as shown in the figure below.

In this study, the direct effect of “X” on “Y” is estimated by  $c'1$  in equation 3. Also, the indirect effects of X on Y through M is estimated as  $a1b1$ . Meaning the product of the effect of “X” on “M” ( $a1$  in equation 1) and the effect of “M” on “Y” controlling for “X” ( $b1$  in equation 2). The total effect of “X” on “Y” can be measured by making a regression of “Y” on “X” alone ( $c'1$  in equation 3) or by making the sum of the direct and indirect

effects of X on Y ( $c' + a_1b_1$ ) (Celhay and Trinquécoste, 2014). The mediation effect can be seen in figure 53.

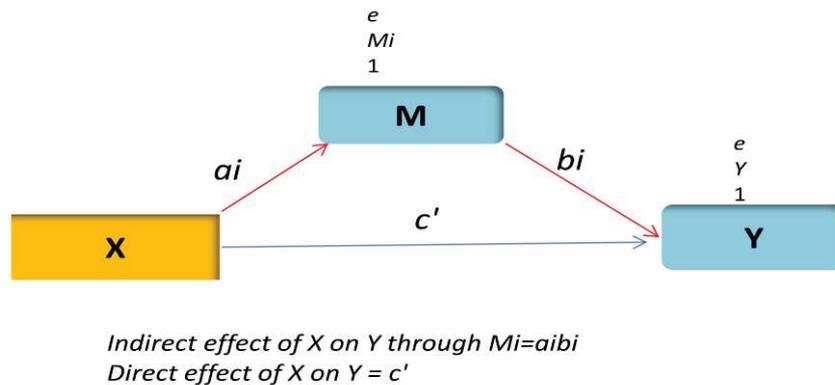


Figure 53 - Statistical diagram for Model 4 mediation effects PROCESS (Hayes, 2013)

### V-3.7 Classifying the type of mediation for the mediated effects

Based on the mediation method recommended by Preacher and Hayes (2008), Zhao et al., (2010) share a step by step procedure in order to classify the type of mediation and interpreting the implications of the results. The classification is seen in table 95.

Mediation category	Description
Complementary mediation	The indirect effect and the direct effect are both significant and the multiplication of their coefficients is positive.
Competitive mediation	The indirect effect and the direct effect are both significant and the multiplication of their coefficients is negative.
Indirect-only mediation	The indirect effect is significant, but the direct effect is not.
Direct-only non-mediation	The indirect effect is not significant, but the direct effect is.
No-effect non-mediation	Neither the direct effect nor the indirect effect is significant.

Table 91 - Classification for the type of mediation effects from Zhao et al., (2010) Adopted from: Gecht et al., 2014

### **V-3.8 Concerning the mediation effect of CSR communication on trust through perceived value**

*H2a. The social value is a mediator variable that amplifies the positive impact between the exposition to an environmental message and trust.*

The results of these regression analyses confirmed that the social value is positively and linearly correlated with trust, ( $b_1 = .42$ ), ( $p = 0.00$ ) and that environmental message positive impacts trust through a direct effect ( $c'1 = 0.02$ ) ( $p = 0.062$ ) and an indirect effect ( $a_1b_1 = 0.25$ ) ( $p = 0.053$ ). Also the bootstrapping procedure (Hayes, 2013 ; Preacher and Hayes, 2004, 2008) indicated that the indirect effect is positive and statistically different from 0, as evidence by a 95% bias-corrected bootstrap confidence interval that is entirely above zero (0.032 ; 0.18). Therefore H3a is supported by a complementary mediation

*H2b. The social value is a mediator variable that amplifies the positive impact between the exposition to a social message and trust.*

Results from these regression analyses give evidence that there is a positive impact between the social value and trust ( $b_1 = .42$ ), ( $p = 0.00$ ). However, the direct effect between the social message and trust doesn't show any impact ( $c'1 = 0.12$ ) ( $p = 0.15$ ) nor the indirect effect ( $a_1b_1 = 0.12$ ) ( $p = 0.15$ ). Also the bootstrapping procedure (Hayes, 2013; Preacher and Hayes, 2004, 2008) indicated that the indirect effect is not different from 0 (0.13; 0.021). Therefore, H3b present a non-effect on mediation and is rejected

*H2c. The ethical value is a mediator variable that amplifies the positive impact between the exposition to an environmental message and trust.*

Also, the results of these regression analyses confirmed that the ethical value is positively and linearly correlated with trust, ( $b_1 = .40$ ), ( $p = 0.00$ ) and that environmental message positive impacts trust through a direct effect ( $c'1 = 0.02$ ) ( $p = 0.034$ ) and an indirect effect ( $a_1b_1 = 0.21$ ) ( $p = 0.004$ ). Also the bootstrapping procedure (Hayes, 2013 ; Preacher and Hayes, 2004, 2008) indicated that the indirect effect is positive and statistically different

from 0, as evidence by a 95% bias-corrected bootstrap confidence interval that is entirely above zero (0.038 ; 0.2160). Therefore H3c is supported by a complementary mediation

*H2d. The ethical value is a mediator variable that amplifies the positive impact between the exposition to a social message and trust.*

Finally, the results of these regression analyses confirmed that the social message positive impacts trust through a direct effect ( $c'1 = 0.06$ ) ( $p = 0,00$ ) but not through an indirect effect ( $a1b1 = 0.07$ ) ( $p = 0,31$ ). However, the bootstrapping procedure (Hayes, 2013 ; Preacher and Hayes, 2004, 2008) indicated that the indirect effect is positive and statistically different from 0, as evidence by a 95% bias-corrected bootstrap confidence interval that is entirely above zero (0.044 ; 0.1261). Therefore H3d is supported by a complementary mediation. Results are shown in table 96.

		Effects with mediator		Effect without mediator	Bootstrap	Hypotheses
		Indirect	Direct			
"M"	"X"	X on M (a1b1)	M on Y (b1)	X on Y (c'1)	Trust interval	
Social Value	Environmental Message	$\beta = 0.25 ; p = 0.05$	$\beta = 0.42 ; p = 0.00$	$\beta = 0.02 ; p = 0.062$	0.032 ; 0.18	validated
	Social Message	$\beta = 0.12 ; p = 0.15$		$\beta = 0.42 ; p = 0.00$	0.13 ; 0.021	rejected
Ethical Value	Environmental Message	$\beta = 0.21 ; p = 0.04$	$\beta = 0.40 ; p = 0.000$	$\beta = 0.02 ; p = 0.34$	0.038;0.2160	validated
	Social Message	$\beta = 0.07 ; p = 0.31$		$\beta = 0.06 ; p = 0.00$	0.044;0.1261	validated

Table 92 - The mediation analysis between Perceived value and trust (Hayes, 2013)

Mediation analysis generates evidence of how the relationship between environmental message and trust boost its effects through social and ethical perceived value. Therefore, statements on the hypotheses H3a and H3c are validated. In other words, when an enterprise or brand environmental message is a source of consumer social and ethical value, the effect will intensify consumers trust. Also, hypothesis H2d related to the mediation effect between the social message and trust through the ethical value is validated. For example, when an enterprise social message is a source of ethical value, this effect will intensify consumers trust. However, there is no sign of mediation between social message and trust through social value, or even a direct effect between social message and trust, so H3b is rejected.

### **V-3.9 Moderation Analysis**

The aim of this part of the study, is to observe if the interaction effect between our independent variable (social and environmental messages) and dependent variable (social and ethical values) will change the direction or magnitude due to the moderator effects of two different moderating variables: scepticism and purchasing power concern. A Multiple regression is used to determine the effects of a moderating variable. As mentioned before, in the mediating analysis, the procedure proposed by (Hays, 2013) has been used to test what are called “moderated mediations” through the PROCESS macro and its model 8 as seen in the figure below and in the appendix. According to (Hays, 2013), this model implies that the direct and /or indirect effects of X (social or environmental messages) on Y (trust) through mediator (social and ethical value) are moderated by one or several variables W (skepticism and purchasing power concern). According to Hayes (2013) this model is represented by two linear models, one with M as one of the outcomes and the other with Y, also as an outcome (Celhay and Triquecoste, 2014). Example is given in figure 54.

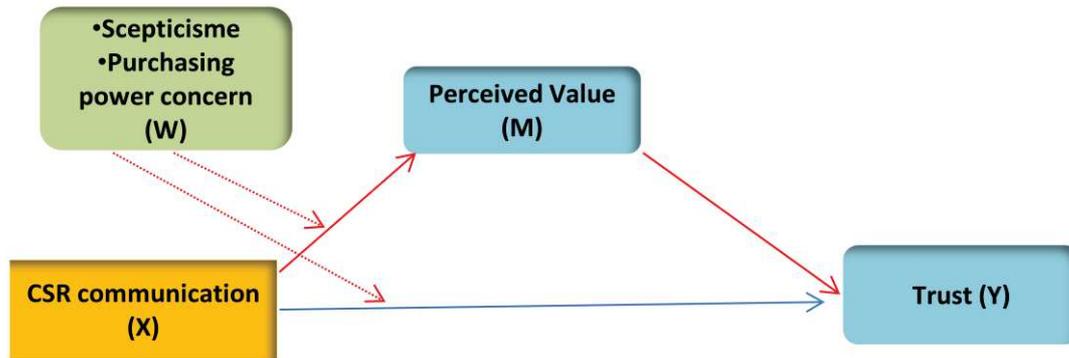


Figure 54 - Moderator mediation with binary dependent variables (DV):  
Process Model 8 from Hayes (2013)

### V-3.10 Concerning the moderating effects of purchasing power concern between the relationship of CSR communication and perceived value and trust

*H3a. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the social value perception.*

To test this hypothesis, a moderation analysis was performed in congruence with Hays (2013). Results show that the relationship between purchasing power concern and social value ( $\beta=0,24$ ), ( $p = 0,005$ ) are significant. However, the interaction effect between purchasing power concern (PPC) and CSR communication (environmental and social messages) with the social value ( $\beta =0,01$ ), ( $p= 0,91$ ) as an outcome is not significant. Therefore, there is no moderation effect. As a result, H4a is rejected.

*H3b. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the ethical value perception.*

Results for this hypothesis give evidence that the relationship between purchasing power concern and ethical value ( $\beta=0,24$ ), ( $p = 0,00$ ) are statistical significant. However, the interaction effect between purchasing power concern (PPC) and CSR communication (environmental and social messages) while the ethical value ( $\beta=0,03$ ), ( $p= 0,75$ ) is an

outcome is not significant. Therefore, there is no moderation effect between the environmental message and the ethical value perception through purchasing power concern. As a result, H4b is rejected.

*H3c. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the social value as mediator variable*

Results show that purchasing power concern is a predictor of trust ( $\beta=0,16$ ), ( $p = 0,00$ ). However, the interaction of the environmental message and purchasing power concern with trust as an output is not significant ( $\beta=0, 07$ ), ( $p = 0, 34$ ). Therefore, there is no moderation effect between the environmental message and trust through purchasing power concern. As a result, H4c is rejected.

*H3d. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the social value as mediator variable*

Results show that purchasing power concern is a predictor of trust ( $\beta=0, 16$ ), ( $p = 0, 00$ ). However, the interaction of the social message and purchasing power concern with trust as an output is not significant ( $\beta=0, 06$ ), ( $p = 0, 41$ ). Therefore, there is no moderation effect between the social message and trust through purchasing power concern and the social value as a mediator variable. As a result, H4c is rejected.

*H3e. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and the ethical value perception as mediator variable.*

Regression results show that the relationship between purchasing power concern and ethical value are significant ( $\beta =0, 23$ ), ( $p = 0, 00$ ). However, the interaction of the social message and purchasing power concern with the ethical value as an output is not significant ( $\beta =0, 00$ ), ( $p= 0, 95$ ). Therefore, there is no moderation effect between the

social message and ethical value through purchasing power concern. As a result, H4d is rejected.

*H3f. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and the social value perception*

Results for this hypothesis give evidence that the relationship between purchasing power concern and social value ( $\beta=0,24$ ), ( $p = 0,00$ ) is statistical significant. However, the interaction effect between purchasing power concern (PPC) and the social messages while the social value ( $\beta =0,03$ ), ( $p= 0,75$ ) and trust ( $\beta =0,05$ ), ( $p= 0,36$ ) are outcomes are not significant. Therefore, there is no moderation effect. As a result, H4b is rejected.

*H3g. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the ethical value as mediator variable*

Results show that purchasing power concern is a predictor of trust ( $\beta=0,12$ ), ( $p = 0,00$ ). However, the interaction of the social message and purchasing power concern with trust as an output is not significant ( $\beta=0,03$ ), ( $p = 0,56$ ). Therefore, there is no moderation effect between the social message and trust through purchasing power concern and the ethical value as a mediator variable. As a result, H4f is rejected.

*H3h. Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the ethical value as mediator variable*

Results show that purchasing power concern is a predictor of trust ( $\beta=0,11$ ), ( $p = 0,00$ ). However, the interaction of the environmental message and purchasing power concern with trust is not significant ( $\beta=0,03$ ), ( $p = 0,56$ ) Therefore, there is no moderation effect between the social message and trust through purchasing power concern and the ethical value as a mediator variable. As a result, H4f is rejected.

### **V-3.11 Concerning the moderating effects of scepticism between the relationship of CSR communication and perceived value and trust**

*H4a. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the social value perception.*

Results show that the relationship between scepticism and social value are significant ( $\beta = 0,72$ ), ( $p = 0,00$ ). However, the interaction of the environmental message and scepticism with the social value as an output is not significant ( $\beta = 0,02$ ), ( $p = 0,81$ ). Therefore, there is no moderation effect between the environmental message and social value through scepticism. As a result, H5a is rejected. Results are shown in the table below.

*H5b. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the ethical value perception.*

Results show that the relationship between scepticism and ethical value are statistical significant ( $\beta = 0,77$ ), ( $p = 0,00$ ). However, the interaction of the environmental message and scepticism with the ethical value as an output is not significant ( $\beta = 0,02$ ), ( $p = 0,75$ ). Therefore, there is no moderation effect between the environmental message and the ethical value through scepticism. As a result, H5b is rejected.

*H5c. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the social value as a mediator variable.*

Results show that the relationship between scepticism and trust are statistical significant ( $\beta = 0,63$ ), ( $p = 0,00$ ). However, the interaction of the environmental message and scepticism with trust as an output and the social variable as a mediator variable is not significant ( $\beta = 0,02$ ), ( $p = 0,74$ ). Therefore, there is no moderation effect between the environmental message and trust through scepticism and the social value as mediator variable. As a result, H5c is rejected.

*H5d. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and the social value perception.*

Results show that the relationship between scepticism and social value are statistical significant ( $\beta = 0,72$ ), ( $p = 0,00$ ). However, the interaction of the environmental message and scepticism with the social value as an output is not significant ( $\beta = 0,17$ ), ( $p = 0,10$ ). Therefore, there is no moderation effect between the social message and the social value through scepticism. As a result, H5d is rejected.

*H5e. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and the ethical value perception.*

Results show that the relationship between scepticism and ethical value are statistical significant ( $\beta = 0,78$ ), ( $p = 0,00$ ). However, the interaction of the social message and scepticism with the ethical value as an output is not significant ( $\beta = 0,10$ ), ( $p = 0,19$ ). Therefore, there is no moderation effect between the social message and the ethical value through scepticism. As a result, H5e is rejected.

*H5f. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the social value as mediator variable.*

Results show that the relationship between scepticism and trust are statistical significant ( $\beta = 0,63$ ), ( $p = 0,00$ ). However, the interaction of the social message and scepticism with the social value as a mediator variable is not significant ( $\beta = 0,03$ ), ( $p = 0,63$ ). Therefore, there is no moderation effect between the social message and trust through scepticism. As a result, H5f is rejected

*H5g. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the ethical value as mediator variable.*

Results show that the relationship between scepticism and trust are statistical significant ( $\beta = 0,12$ ), ( $p = 0,00$ ). However, the interaction of the environmental message and

scepticism with the ethical value as a mediator variable is not significant ( $\beta = 0, 03$ ), ( $p = 0, 56$ ). Therefore, there is no moderation effect between the environmental message and trust through scepticism. As a result, H5g is rejected.

*H5h. Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the ethical value as mediator variable.*

Results show that the relationship between scepticism and trust are statistical significant ( $\beta = 0, 48$ ), ( $p = 0,00$ ). However, the interaction of the social message and scepticism with trust as an output and the ethical value as a mediator variable is not significant ( $\beta = 0, 02$ ), ( $p = 0, 68$ ). Therefore, there is no moderation effect between the social message and trust through scepticism. As a result, H5h is rejected. Global results are shown in tables 97 and 98.

M V (W)	IV (X)	Social value as outcome				Trust as outcome				Hypotheses
		Direct effect		Moderation		Direct effect		Moderation		
		$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p	
PPC	Environmental message	0.25	0.00	0.01	0.91	0.16	0.00	0.07	0.34	H4a and H4c = rejected
	Social message	0.24	0.00	0.56	0.65	0.16	0.00	0.06	0.41	H4f and H4c = rejected
Scepticism	Environmental message	0.72	0.00	0.02	0.81	0.63	0.00	0.02	0.74	H5a and H5c = rejected
	Social message	0.72	0.00	0.174	0.100	0.63	0.00	0.03	0.63	H5d and H5d = rejected

MV= Moderator variable IV= Independent variables

*Table 93 - Moderator effects of purchasing power concern and scepticism between CSR communication, social value and trust*

M V (W)	IV (X)	Ethical value as outcome				Trust as outcome				Hypotheses
		Direct effect		Moderation		Direct effect		Moderation		
		$\beta$	p	$\beta$	p	$\beta$	p	$\beta$	p	
PPC	Environmental Message	0.24	0.00	0.03	0.75	0.11	0.00	0.05	0.36	H4b and H5h =rejected
	Social Message	0.23	0.00	0.00	0.95	0.12	0.00	0.03	0.56	H4e and H5g =rejected
Scepticism	Environmental Message	0,77	0.00	0.02	0.75	0.49	0.00	0.02	0.75	H5b and H5g =rejected
	Social Message	0.78	0.00	0.10	0.19	0.48	0.00	0.02	0.68	H5e and H5h =rejected

MV= Moderator variable

IV= Independent variables

*Table 94 - Moderator effects of purchasing power concern and scepticism between CSR communication, ethical value and trust*

## Section V-4 Effects of controlled variables

The controlled variables are those who are kept constant within the experiment, so that they don't affect the results of the study for example: the gender.

### V-4.1 Effects of gender difference on CSR communication and consumer brand relationship constructs

The aim of this part of the analysis is to learn more about the effects of a basic variable including gender differences on CSR communication and consumer brand relationship constructs (perceived value, trust). Statistical analyses provided a two-way analysis including frequency and means. The variable of gender was integrated as a principal factor like CSR communication. Mentioned earlier, the final sample consisted of 645 respondents which represented almost even numbers of male (N=48, 2) and females (N=51, 8) as shown in the table 99.

	Men	Women	Total
Social message	82	77	159
Environmental message	87	76	163
Mix message	72	88	160
Control message	70	93	163
Total	311	334	645

*Table 95 - Distribution sampling by gender on the four experimental conditions*

Results revealed gender differences on the influence of CSR communication, on social value, ethical value and trust. Results show that males (M=2, 71) exposed to the environmental message show higher social perception ( $F=7, 23, p=, 007$ ) than females (M=2,67). However, females (M=3, 65) appeared to benefit from the environmental message to increase their ethical value perception ( $F= 8,790, p 0,003$ ) more than males (M=3, 59).

#### **V-4.2 Effects of socially responsible consumer behavior on perceived value and trust**

The ethical behavior implies consumers to have an important role through their purchasing activities in promoting corporate responsible practices and consider social collective goals, beliefs and values (Usitalo and Oksanen, 2004). The aim of this analysis is to understand the effects of CSR communication on brand perceived value (social and ethical) and trust through socially responsible consumers. With that aim, groups of linear regression analysis were conducted. Finally, there is evidence that socially responsible consumers exposed to a social or environmental message show a significant interaction with social value, ethical value and trust. Results are presented below in table 100.

	Socially Responsible Consumer Behavior					
	Environmental message			Social message		
	$\beta$	t	p	$\beta$	t	p
Social value	0,536	10,73	0,000	0,539	10,89	0,000
Ethical value	0,549	14,02	0,000	0,5544	14,055	0,000
Trust	0,436	11,2	0,000	0,4364	11,32	0,000

Table 96 - Regression analysis scores on CSR consumer behavior for the effects of CSR communication and consumer brand relationship constructs.

### V-4.3 Effects of brand socially responsible perception on perceived value and trust

As mentioned before, the brand CSR perception is a relevant concept as it shows the legitimacy of the brand with regards to their CSR activities. As a result, the aim of this analysis is to be aware if a positive CSR brand perception has an impact on perceived value and trust. Also, a sequence of linear regression was conducted. There is evidence that consumers with higher CSR brand perception exposed to a social or environmental message show a significant interaction with social value, ethical value and trust. Results are displayed in table 101.

	Brand Social Responsible Perception					
	Environmental			Social		
	$\beta$	t	p	$\beta$	t	p
Social Value	0,65	13,77	0,00	0,67	13,34	0,00
Ethical value	0,76	24,12	0,00	0,78	24,25	0,00
Trust	0,66	21,07	0,00	0,68	23,03	0,00

Table 97 - Regression analysis scores on brand CSR perception for the effects of CSR communication and consumer brand relationship constructs

#### V-4.4 Effects of attitude towards the advertising on perceived value and trust

A large body of research has shown that the positive or negative attitude towards the ad can have an influence on credibility, ad perceptions, and attitude toward the advertiser (Mitchell and Olsen, 1981). Results from a series of linear regression analyses, give evidence of a significant relationship between consumers exposed to environmental and social messages, the attitude towards the ad and perceived value (social and ethical value) and trust. Results are displayed in table 102.

	Attitude towards the advertising					
	Environmental message			Social message		
	al	t	p	al	t	p
Social Value	0,497	9,08	0,000	0,502	9,17	0,000
Ethical value	0,58	12,86	0,000	0,589	13,42	0,000
Trust	0,53	116,33	0,000	0,526	13,61	0,000

*Table 98 - Regression analysis scores on attitude toward the ad for the effects of CSR communication and consumer brand relationship constructs.*

## Summary

The aim of this chapter was to give evidence of the methods used in the psychometric test for each group of hypotheses as seen in tables 103 and 104. The results from this chapter will be the subject to discussion in Chapter VI.

Hypotheses		Method
H1a and H1f	The influence of CSR communication on social and ethical perceived value.	A two- way ANOVA with interaction effects.
H1g and H1i	The influence of CSR communication on trust.	
H3a to H3d	Mediation effects between CSR communication and trust through perceived value	Regression analysis, Model 4, with PROCESS macro from Hayes (2013)
H4a to H4f H5a to H5f	Moderation effects between CSR communication and perceived value through scepticism and purchasing power concern.	Regression analysis, Model 8, with PROCESS macro from Hayes (2013)
Controlled Variables	The effect of controlled variables on perceived value and trust.	Linear regression analysis

*Table 99 - Summary of test methods used for each body of hypotheses*

Hypotheses Results			
Central Hypotheses	H1a	An exposition to an environmental message will positively affect the social perceived value.	validated
	H1b	An exposition to a social message will positively affect the social perceived value.	rejected
	H1c	An exposition to a social and environmental message will positively affect the social perceived value.	rejected
	H1d	An exposition to an environmental message will positively affect the ethical perceived value.	validated
	H1e	An exposition to a social message will positively affect the ethical perceived value.	rejected
	H1f	An exposition to a social and environmental message will positively affect the ethical perceived value.	rejected
	H1g	An exposition to an environmental message will positively affect trust.	marginally validated
	H1h	An exposition to a social message will positively affect trust.	rejected
	H1i	An exposition to a social and environmental message will positively affect trust.	rejected
Mediating Hypotheses	H2a	The social value is a mediator variable that amplifies the positive impact between the exposition to an environmental message and trust.	validated
	H2b	The social value is a mediator variable that amplifies the positive impact between the exposition to a social message and trust.	rejected

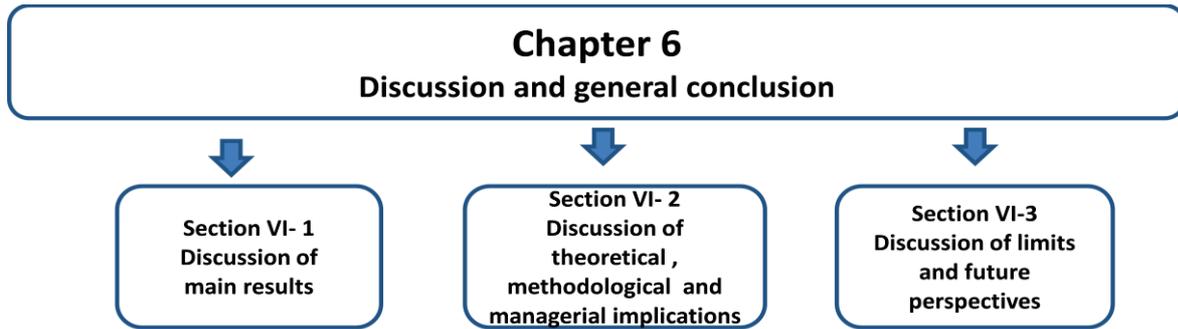
	H2c	The ethical value is a mediator variable that amplifies the positive impact between the exposition to an environmental message and trust.	validated
	H2d	The ethical value is a mediator variable that amplifies the positive impact between the exposition to a social message and trust.	validated
Moderating Hypotheses	H3a	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the social value perception.	rejected
	H3b	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the ethical value perception.	rejected
	H3c	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the social value as mediator variable.	rejected
	H 3d	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the social value as mediator variable.	rejected
	H3e	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and the ethical value perception.	rejected
	H3f	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and the social value perception.	rejected

	H3g	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the ethical value as mediator variable.	rejected
	H3h	Consumer's purchasing power concern is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the ethical value as mediator variable.	rejected
	H4a	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the social value perception.	rejected
	H4b	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and the ethical value perception.	rejected
	H4c	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the social value as a mediator variable.	rejected
	H4d	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and the social value perception.	rejected
	H4e	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and the ethical value perception.	rejected

	H4f	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the social value as mediator variable.	rejected
	H4g	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to an environmental message and trust with the ethical value as mediator variable.	rejected
	H4h	Scepticism is a moderator variable that affects negatively the positive influence between the exposition to a social message and trust with the ethical value as mediator variable.	rejected

*Table 100 - Summary of hypotheses results*

## **Chapter 6: Discussion and general conclusion**



*Figure 55 – Organization of chapter 6*

# Introduction

This part of the study give an opportunity to revisit and give an answer to the main research questions regarding the influence of CSR communication (environmental message, social message and the mix of the two of them together) on brand perceived value (social and ethical value) and trust. Also, the possible moderator effects from two different variables: scepticism and purchasing power concern between the independent and dependent variables mentioned before.

*The main aim of this chapter is to review the major results from the quantitative research thanks to a confrontation between the hypotheses and the empirical data collected during the study. Also, to find how these results fit or differ from previous work in the literature with reference to the theory of perceived value, trust, scepticism and purchasing power concern.*

The second part of the chapter, highlight the theoretical and managerial contributions and concludes by addressing the limitations of the work and future research perspectives.

## **Section VI- 1 Discussion and research results**

This section illustrates our findings that attempt to empirically answer the research questions emerged from the literature and the qualitative study during the first part of the thesis. These questions are related to: (1) the effect of CSR communication on perceived value and trust, (2) the mediating effects between CSR communication and trust through perceived value, (3) the moderating effects between CSR communication and perceived value through scepticism, and finally (4) the moderating effects between CSR communication and perceived value through purchasing power concern. As mentioned before in chapter IV, a 2X2 factorial experiment was conducted, where the social and the environmental dimensions of CSR were crossed into four different experimental conditions. Therefore, a set of four different online ad magazine visuals were created: one with a social message, one with an environmental message, another one with a mix of these two messages together (social and environmental), and finally a control version with a commercial message. Participants were randomly exposed to one of the four conditions. Based on the research findings, this section discusses the conclusions to each research question with reference to the literature.

### **VI-1.1 Research Question 1: Does CSR communication has a positive influence on brand perceived value?**

The aim of this question was to investigate the effects of CSR messages on consumers' perceived value, underlying two main sources of value: ethical and social. The most crucial finding for this research question was that CSR communication has a positive impact on perceived value through the social and ethical value. These findings also support previous empirical research from Green and Peloza (2011), in the context of their qualitative research in United States. In fact they assert that many forms of business CSR activities provide a positive social value. Also, these results are conforming to Elena Bueble (2008) who declares that a responsible behavior has become a matter of style and self-expression for consumers. From the set of hypotheses proposed regarding the positive influence of

CSR communication and perceived value, specifically through ethical and social value, only the ones related to consumers exposed to an environmental communication through an online ad magazine are validated. In fact, the experiment study show that respondents exposed to an environmental message through an online ad magazines visual have a significant effect on social value and ethical value, whereas to those participants exposed to a social message or mix message (environmental and social messages together). Figure 56 shows these results.

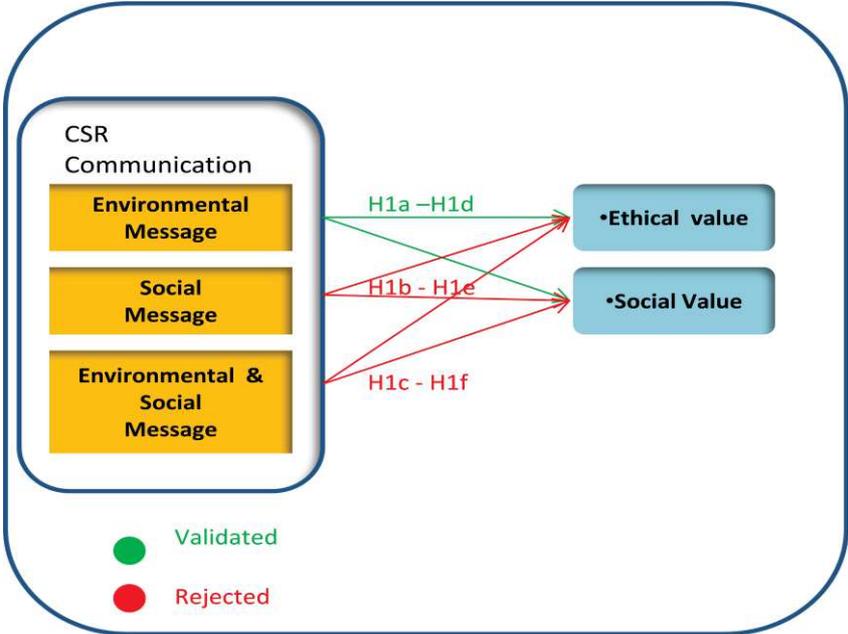


Figure 56 - The principal effect of CSR communication on perceived value

**The impact of the environmental message on ethical and perceived value**

This empirical study results show a positive impact of CSR communication through the exposure of an environmental message on consumer’s perceived value. Evidence of this result is provided by Schultz (2000), who asserts that consumer’s environmental concern is a concept with three correlated factors: concern for the self (egoistic), for other people (altruistic), and for the biosphere (biospheric). In fact, our study shows that participants with an exposition to an environmental message enhance brand value perception through the social value, and ethical value. The social value, is given by the acceptability at the individual level and the relations with social environment (Sheth, 1991) which seems

congruent with the first factor discussed by Shultz (2000) regarding “the self” (egoistic) factor. For example, consumer’s responses concerning the support to brands with environmental activities, can lead them to the enhancement in the eyes of others, a source of a self-respect feeling and personal worth by contributing to an environmental cause. Moreover, the ethical value which is described as a concern for how consumers’ consumption behavior affects others and their environment (Holbrook, 2006) seems congruent with the second factor of Shultz (2000), regarding “the other people” (altruistic) factor. Consumers through the qualitative study show that the perception of engaged brands on environmental activities provide them feelings of engagement (reduction of waste, packaging, recycling, CO<sub>2</sub>, etc). In that sense, CSR communication through the environmental message is a source of a self-respect feeling (social value) and personal worth (ethical value) by contributing to a common environmental cause. Finally, findings from a well-known multinational information and measurement company called Nielsen<sup>24</sup>, conducted a survey to more than 28,000 respondents from 56 countries. Results showed that from a list of 18 causes, the one of “ensuring environmental sustainability” was the favorite answer for consumers. Nielsen discussed that this preference may be a product of extensive efforts already underway by brands engaged to environmental activities. Moreover, Bealz and Peattie (2012) results give evidence that consumers exposed to an environmental marketing campaign have a positive attitude towards the brand and are willing to pay higher prices. Finally, it is not surprising that enterprises communicate more their environmental engagements than social messages. Enterprises are perceived as more efficient by engaging in environmental activities (Lapeyre, 2008) and through time, mass media coverage has proven to be a key contributor that have shaped and affected science an policy discourse as well as consumer understanding and action (Boykoff and Roberts, 2007).

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<sup>24</sup> <http://www.nielsen.com/us/en/insights/news/2012/the-global-socially-conscious-consumer.html>

## **The impact of the social message on ethical and perceived value**

On the other hand, while certain CSR practices through business communication such as environmental messages have positive effects on consumer's perceived value responses, others seem not to have the same effect. Findings of this research show no significant impact by the exposition of the social message and the mix messages (environmental and social messages) on perceived value (social and ethical value). These findings are supported by the empirical results from Lapeyre (2008) that founded that the social message had less impact than the environmental message on legitimacy, trust, commitment and loyalty intention. Capelli and Sabadie (2005) asses that social communication or cause-related communication efficiency depends on brand legitimacy to endorse the cause, on the firm's core-business and the nature of donation (Ellen et al., 2000), and overall on brand- cause congruency (Sen and Battacharya, 2001). From this perspective, "Le Potager" is a new and unknown enterprise and therefore consumers cannot evaluate their legitimacy, as this characteristic is built within the time (Lapeyre, 2008). In addition, consumers could doubt about the nature of the donation or were confused about how much exactly the brand "Le Potager" was donating to the organization Red Cross. Conversely, to the environmental message, which was better specified (reduction of 1000 tons of CO<sub>2</sub>). Also, the social message perhaps didn't drive consumers self-interest as the environmental message did. For example, "Le Potager" help to reduce 1000 tons of CO<sub>2</sub> emissions. As a result, the decrease of CO<sub>2</sub> emissions would have a positive direct impact on consumer's health, while donations to the Red Cross do not. In line with these results, Beauchamp (1982), define ethical egoism as "the theory that the only valid moral standard is the obligation to promote one's own well-being above everyone else's". Also, Mitchel (2005) assert that "Reciprocity combines both selfish gain and mutual benefit: we pursue our selfish ends by co-operating with others".

Also Battacharya and Sen (2004), explain that CSR communication may have a negative impact when CSR initiatives are perceived to be made at the expense of consumers.

Moreover, according to the panel of “France Générosités”<sup>25</sup> there is a decrease of donations reported in 2010 by 3.7% compared to 6.4% in 2009. In less than four years the growth of donations is only of 1%. This organization declares that global indicators are alarming for the future donations. For example, up to now the largest part of donations were done by wealthy donors (with annual income of 45,000 euros) which contributed about 48% in average of the total donations up to 2009 compared to donations in 2010 which represented only 8 or 7 %. Given these results and the context of economic and political uncertainty the government is really concerned by the voluntary sector in France. (France Générosités, 2013) As a result, the brand should study and then identify the most relevant social causes to their business profile or activity so it can be attractive to their target market.

### **The impact of both messages together**

Consumers are facing an increasing number of sustainable food messages and labels in the food industry. These labels are widely used by brands to achieve brand differentiation and legitimacy (Lapeyre, 2008). However, according to Delmas (2012) this kind of initiative may confuse consumers and it has been proven to be a fruitless investment. Results in our study showed that both messages together had no impact on brand value perception or trust. These findings support previous research from Sirieix et al., (2013) where they test sustainable labels. They assert that the combination of different sustainable labels can enhance the value of the food, but it can also reduce the label’s sustainability value. They recall the importance of familiarity, trust and fit between the combination of labels as well as the association of a label with the brand. Finally, Delmas (2012) shows that consumers prefer simple and clear sustainable messages.

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<sup>25</sup> [://www.francegenerosites.org/](http://www.francegenerosites.org/)

## **VI-1.2 Research Question 2: To what extent does CSR communication have a positive impact on trust through perceived value?**

Developing trust in an organization through its communication is a significant part of building the brand-consumer relationship. This study hypothesized that the mediation of perceived value (ethical and social values) could affect the positive relationship between CSR communication (social and environmental messages) and trust. The understanding of this phenomenon is useful as it clarifies the nature of the relationship between CSR communication and trust through perceived value (McKinnon, 2008). On the one hand, our results give evidence that brands that communicate about their environmental activities, are subject to foster positive consumer evaluations through the ethical and social value, which are determinant attributes to enhance consumers' trust towards the brand. These results are supported by Lapeyre (2008) who found that consumers' exposure to a retailer's environmental message with or without endorsement such as World Wide Foundation (WWF), has a positive impact on trust through brand legitimacy and message credibility. Nevertheless, he measured two different dimensions of trust: benevolence and integrity while in our study credibility and benevolence were the two measured dimensions. A graphical interpretation of the results is shown in figure 57.

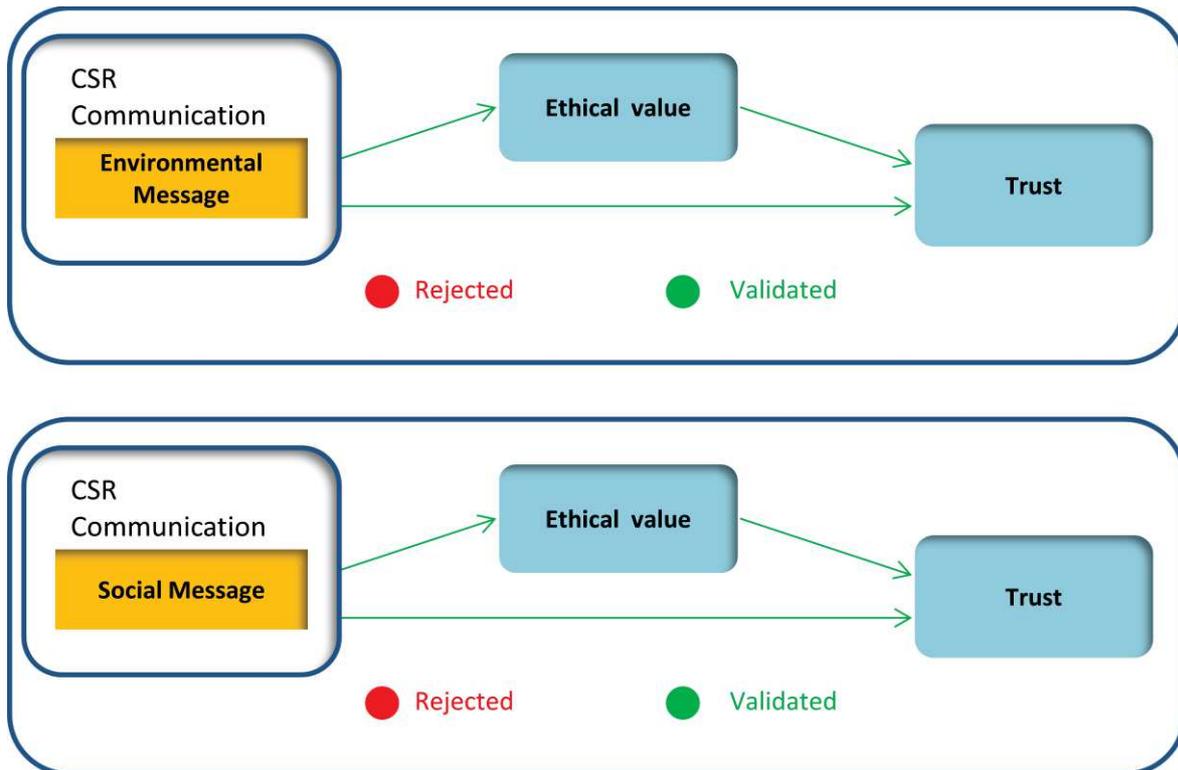


Figure 57 - Findings related to the mediation of CSR communication and Trust through ethical value

On the other hand, the social value mediates the relationship between the environmental message and trust, whereas it is not a mediator variable when it comes to exposing the social message to respondents. A graphical interpretation of the results is shown in figure 58.

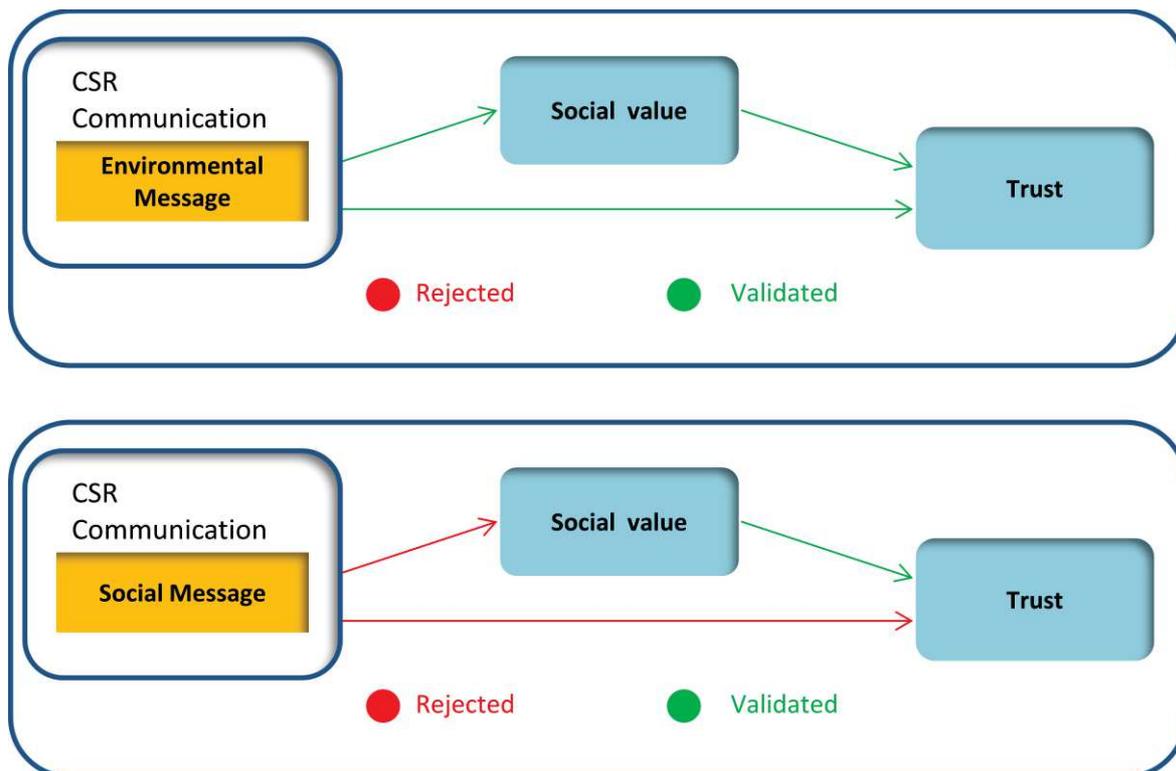


Figure 58 - Findings related to the mediation of CSR communication and Trust through social value

These findings disagree with empirical studies that have shown that consumers' perceptions of corporations' efforts to be socially responsible by engaging in philanthropic activities directly affects consumers' trust and indirectly affect their purchase intentions (Kang and Hustvedt, 2014).

Globally, results are in line with those of (Chaudhuri and Holbrook, 2001; Aurier, et al., 2001) who declare that perceived value and trust are part of a logic chain of relationship marketing. This chain involves positive relationships between: perceived quality, perceived value, satisfaction, trust, and commitment. Giving superior value to consumers is key for business success and consumers' trust (Cagan and Vogel, 2002). These forms of value can be classified according to Sheth et al., (1991) as functional, social, emotional, epistemic, and conditional. An example of this relational chain is shown in figure 59.

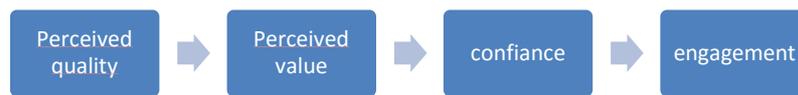


Figure 59 - The relational chain adopted from Aurier, et al., 2001

Responses to this research question provided deeper insights into the relationship between CSR communication and trust. Researchers in psycho-sociology, assert that if there is a well-balanced communication between the brand and consumers, there will be an increase in trust. Also, Allert and Chatterjee (1997) declare that the style of the corporate culture tends to shape the nature and effectiveness of corporate communication which in turn triggers the likelihood of a trusting enterprise or brand. As a result, in the case where the culture of the enterprise embraces environmental engagements they will have an impact on consumers trust. Moreover, Pivato et al., (2008) assert that trust is key in the explanation of the success or failure regarding the CSR activities adopted by a company.

### **VI-1.3 Does the moderator variable of purchasing power concern impact the relationship between CSR communication, perceived value and trust?**

Consumers and practitioners in our exploratory study declared that enterprises with CSR activities represented a challenge for poorer consumers in terms of sales affordability, as their products were sometimes more expensive than mainstream products. They also discussed that purchasing power concern will inhibit the positive perception for CSR products because products with a CSR communication are seen by the majority of interviewees as “elitist products.”

Moreover, the results from the national research center for the study of conditions of consumers life CREDOC<sup>26</sup>, showed an impact on consumer’s purchasing power concern with regards to their ability to purchase (CREDOC, 2008; Via Voice, 2011). Therefore, this variable was included in our conceptual model. However, results from our final study show that there is no such negative effect. The purchasing power concern does not

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<sup>26</sup> <http://www.credoc.fr/>

moderate-mediate the impact between CSR communication, perceived value and trust. Thereafter, the hypotheses were rejected. A graphical interpretation of the results is shown in figure 60.

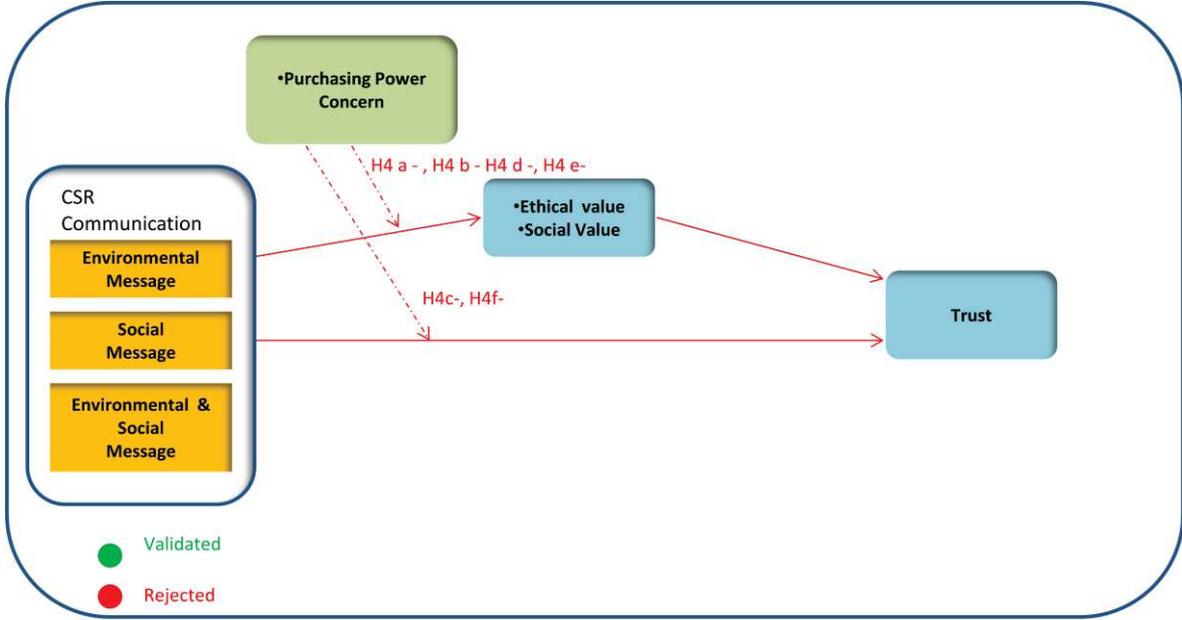


Figure 60 - Findings related to the moderation of purchasing power concern and CSR communication, perceived value and trust.

These findings are in line with the empirical results from (Laroche et al., 2001, Nielsen survey, 2011, and the European Union Survey, 2013) who claimed that consumers are willing to pay higher prices from enterprises engaged in CSR activities. In fact, the European Union<sup>27</sup> conducted a survey during 2013 on 25,568 European respondents. Results showed that they would be prepared to change their purchasing habits and buy more environmentally-friendly products. Societal conscious consumers have the tendency to express their current social concerns through their purchasing power (Roberts ,1995) and care more about getting “fair and honest” products than about getting the lowest price (Crawford and Mathews, 2001). Finally, the French observatory on responsible

<sup>27</sup> [europa.eu/rapid/press-release\\_IP-13-653\\_en.htm/](http://europa.eu/rapid/press-release_IP-13-653_en.htm/) or [ec.europa.eu/environment/eussd/escp\\_en.htm](http://ec.europa.eu/environment/eussd/escp_en.htm)

consumption called “Mes courses pour la planète”<sup>28</sup> conducted a survey on French consumers during 2013. Respondents assert that, during an economic crises consumers seem to be more concern about buying products. However, they prefer to buy environmentally friendly products as they have a direct impact on consumers’ health and wellbeing. More than half of the French participants declared to buy less but better. Also, this study shows that despite the economic crisis, the number of French consumers eating organic farming products increased in 2012 by 64% against 60% in 2011. Also, according to the Organic Agency, 43% of French consume organic products at least once a month against 40 % in 2011. In other categories of sustainability products such as cars, the same observatory show that class “A” (least polluting) cars have more than doubled their sales from 2% to 5% between 2010 and 2011. Finally, the organic cotton clothing increased their sales of 33% between 2010 and 2011. These results are congruent with our study because in both cases consumers are willing to collaborate to environmental issues no matter the cost of the products even when they are concerned about their purchasing power.

#### **VI-1.4 Does the moderator variable of scepticism impact the relationship between CSR communications, perceived value and trust?**

The purpose of this part of the research was to enhance our knowledge on the importance of consumer’s scepticism regarding CSR communication. In fact, results from our qualitative research showed that some informants had the feeling of being cheated by enterprises’ procedures and communications related to sustainability practices. This phenomenon has been also discussed by a large body of researchers and seen as the next key challenge to overcome for CSR. (Mohr et al., 2001; Parguel, 2007; Bhattacharya and Sen., 2010). The fact that CSR programs have more to do with internal business activities, may cause scepticism, as consumers don’t have clear and transparent information from companies. Also, there is a belief among informants that a CSR program is very difficult to achieve for any company due to the complexity of the different domains in which it is

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<sup>28</sup><http://www.mescoursespourlaplanete.com/>

involved. During the interviews conducted on practitioners in our research, they seemed to believe that consumers doubt about their CSR engagements. In fact, scepticism is a challenge to take into consideration for CSR communication (Elving, 2013) and cause related marketing (Gupta and Pirsch, 2006; Singh et al., 2009; Webb and Mor, 1998). Morsing and Schultz (2006) suggest that the more companies communicate their CSR ambitions the more likely they are to attract scepticism and critical stakeholder attention. For example, Carlson et al., (1993) consider that when consumers doubt about environmental or social claims this is due to false, unsubstantial or exaggerated claims. As a result, the moderator variable of scepticism was integrated in our conceptual model as shown in figure 61.

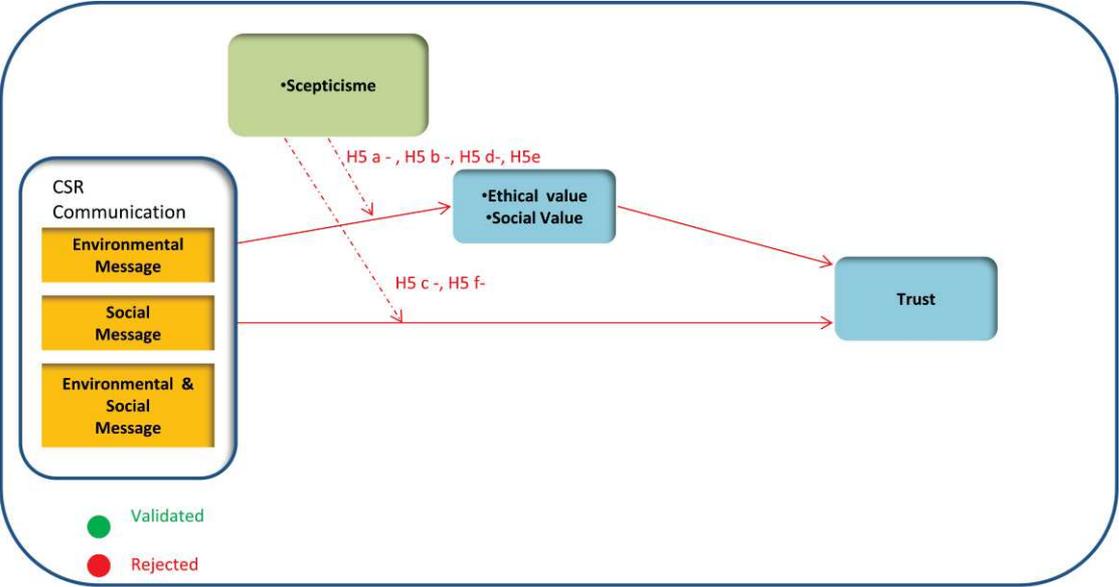


Figure 61 - Findings related to the moderation of scepticism and CSR communication, perceived value and trust

Results from our empirical study show that there are no moderation-mediation effects between CSR communication and perceived value or CSR communication and trust through scepticism. In fact, scepticism regarding the enterprise’s CSR communications does not have any negative influence on consumer’s positive ethical or social perceived value and trust towards the brand. As opposed to cynic consumers, sceptical consumers do not disbelieve all claims and may be convincible depending on the source or message characteristics (Ford et al., 1990). Facing credible CSR communication, high sceptics, who

are more involved in information processing, may encode the message in a deeper way and build stronger brand associations (Parguel, 2007).

Hansen et al., (2001) discuss that a CSR communication without a solid structure or justification can engender consumer suspicion. However, as mentioned before in chapter IV, the structure of our experiment method of communication followed the persuasion communication theory and the CSR communication model from Bttacharya and Sen (2004) (referred to in chapter II) that shows how to build a CSR communication strategy in order to have a positive impact on consumers purchase, credibility, advocacy and loyalty. Also, Elving's (2012) findings show that there are low consumer scepticism levels and more positive attitudes when a good fit message is manipulated in the CSR communication ads. As a result, we believe that the experiment stimuli convinced respondents of the brand's efforts to benefit the society and that its intentions were sincere.

In addition, it seems easier to trust small companies or local producers than big supermarkets or multinationals (Mohr et al., 2001). This result emphasizes the importance of the structure of the ad regarding the effects of CSR communication on perceived value and trust on SME's.

During the 90's there was a momentum called "green boom" that saw all the media influencers talking about environmental issues and retailers and brands offering environmentally friendly products and services. As a result, many brands took advantage of this green trend to cheat consumers through "greenwashing". Today, the difference is that consumers may feel that there is more regulation about these green practices but also that risks of social and environmental issues are now far greater and far more immediate. There is a sense of urgency that triggers a driver to find solutions, consumers cannot ignore these issues. Finally, at the end of 2009 the advertisers Union (UDA)<sup>29</sup> presented the

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<sup>29</sup> Advertisers Union (UDA) is an association governed by the law of 1901 founded in France during 1916. The members of this organization are companies, communities or organizations who use different communication techniques to promote their brand awareness, their image, their products or services.

<http://www.uda.fr/>

results of two years of "charter advertiser's commitments for responsible communication." with solid facts. The UDA demonstrated progress for "hard facts" in the CSR communication campaigns of brands for the last two years. These results show a true underlying trend for sustainable shopping credibility better installed among consumers.

# General Conclusion

In a fiercely competitive commercial market, the adoption of CSR activities poses a relevant question among practitioners of small and medium enterprises (SME's). The engagement of responsible activities represents an enormous investment of time and effort (Udayasankar, 2008). SME's need to survive and be profitable. Through this research we have shown evidence that engaging in CSR activities and communicate them, enhance brand business value perception and trust. This result should motivate managers of SME's to be engaged in sustainable development programs. Also to communicate these engagements in a more openly and transparent way. Moreover, there is a constant message delivered by NGO's, media, governments and the think-tank community with regards to the vulnerability of the planet earth. Therefore, consumers are becoming increasingly sensitive to the need to contribute to pro-environmental activities and practices. Even if it may appear to be a big effort in the short term, it is indispensable and cost-wise in the long term. As stated before by Aurier al (2006) "*consumption can force a person to challenge his/her self-concept and to think about his/her role in society and reasons of existence.*" In that sense, the more a person is invested in CSR activities, the more likely they are to have a positive perception about engaged brands.

A deep discussion including theoretical, managerial and methodological contributions about this research are included in this part of the thesis as well as its research limits and research avenues.

## **Section VI-2 Discussion of theoretical and managerial implications**

### **VI-2-1 Discussion of theoretical implications**

The research questions of this thesis, were influenced by past research contributions about attitudinal and behavioral outcomes coming from business CSR communication. For example, Lapeyre (2008), Magniane et al., (1999), Swaen (2004), Lindgreen and Swaen (2005) support the study of the impact of relational marketing theory on social responsible actions from the enterprise. For example, Maignan et al., (1999), conducted an empirical research on managers. Therefore, a research on consumers was important in order to reinforce their empirical validity. Also Swaen (2004) conducted an empirical research on the domain of clothing, or even Lapeyre (2008) conducted a research on the domain of retail. This research proposes a qualitative and quantitative research on the food industry in the case of SME's, which has not been done before. This thesis supports latest empirical research not only by showing that trust has an impact on business environmental actions, but it will also reinforce the empirical models asserting that perceived value and trust are part of a logic chain of relationship marketing (Aurier, et al.,2001, Frisou, 2000; Chaudhuri and Holbrook,2001).

Moreover, CSR has been defined in multiple ways and contexts, but not much attention had been paid to building a definition of CSR communication in the American or French literature. Based on a deep analysis of the literature review of marketing communication and CSR communication, an operational definition of CSR communication has emerged from this study: ***“CSR communication is the process by which the organization delivers in form of true and transparent messages their assigned and conveyed social and environmental engagements to consumers through different communication channels”.***

In addition, findings from this research, contribute to opening new paths in the CSR communication literature and perceived value theory. In fact, CSR communication specifically the environmental messages, can impact consumer's perceived value through

two experiential dimensions. The first one is ethical value, which according to Holbrook's model is an "other-oriented" and "intrinsic" value and the second one is social value, which is related to the prestige and maintenance of one's identity, considered as an "extrinsic" and other "oriented value". Furthermore, the impact of CSR communication on brand equity has been previously studied by Parguel and Moreau (2007) but there is a gap in the literature related to measuring the impact of CSR communication on perceived value even when this construct is an antecedent of trust, brand equity and loyalty.

Despite the in-depth understanding of theoretical concepts related to CSR and the chain of value, an important contribution from this thesis was also the designing of a conceptual model. In this model, we test not only independent variables (CSR communication), mediator variables (ethical and social values) or dependent variables (trust), but also we study and integrate two constructs as moderator variables. In fact, this research is the first one to propose the variable of "purchasing power concern" as moderator variable. This variable was only a concept and then it was developed into a metric scale thanks to the empirical contribution of Bertandias and Lapeyre (2010). Results, show that the variable of purchasing power concern do not moderate the relationship between CSR communication and perceived value. Also, the second moderator variable was inspired by an in-depth qualitative research and past research models which also integrated the construct of scepticism on CSR communication theoretical models such as Wang and Andersen's (2011), Elving (2012) and Parguel and Moreau (2007). Opposed to them, the two moderator variables in the context of this research have no positive impact on the relationship of CSR communication, perceived value and trust. Finally, this research model has been led by theoretical contributions, and a qualitative research (16 semi-structured interviews towards consumers and professionals) that reinforce the model validity in an academic and professional context.

## **VI-2-2 Discussion of methodological contributions**

This research can distinguish some characteristics that have enhanced the quality for the research method. Firstly, the collaboration of the CSR communication agency on the

design of the stimuli visuals. Secondly, the size of the sample, and use of a control group. Thirdly, the adaptation of the Anglo Saxon scales to the French context.

For this research, we had the collaboration of experts in CSR communication for the development of the experiment stimuli. In fact, an advertising agency specialized in CSR communication called “Patte Blanche”<sup>30</sup>, helped us during the development of the design stimuli for the pre-test and final test. Specifically, they contributed with the naming, design of the logo of the fictive enterprise “Le Potager”, the visual for the website, and most important, four different visuals for each experimental condition. Therefore, the influence of experts in the design of the research stimuli could increase the involvement of the participants with regards to the enterprise.

The survey was administered by an online expert market research company called CREATEST<sup>31</sup>. The estimation of our sample has been based on the population statistics from INSE 2014 in terms of gender, age and a socioeconomic profile. A final sample of 645 real consumers was used for this study. This kind of sampling allowed us to increase reliability for external results. In addition, the unit of analysis for the final test was made by a homogenous sample of French consumers, which includes a stratified random sampling design. Moreover, the use of a control group is an important part of the research design, as it allows the research to eliminate and isolate variables. The implementation of this resource will determine the effectiveness of the message by comparing the results of the test group with the control group. This method increases the validity of the experimental results. Finally, the scales of “ethic value” from Sanchez Fernandez and Holbrook (2009) and Brand Social Responsibility Perception from Dincer and Dincer (2011) has been translated and adapted to French context with the help of a native Franco - English professors. The aim was to keep the same sense and meaning of the phrases.

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<sup>30</sup> <http://www.patte-blanche.com/>

<sup>31</sup> <http://www.marketest.co.uk/market-research-reports>

### **VI-2.3 Discussion of managerial implications**

This thesis conducts an experiment using the context of a SME. The four experimental conditions were designed to create the image of a fictive SME in the food industry with CSR activities. Therefore, managerial implications are adapted to this kind of enterprise that could be generalized to other kind of enterprises or sectors.

Results from our thesis give evidence of a real positive impact of environmental claims on consumer-based perceived ethical and social value. Also, the mediation of these two values enhances consumers' trust. This result should motivate managers of SME already engaged in sustainable development programs to communicate more openly and transparently about their engagements, with a special preference for environmental messages. However, to maximize enterprises' strategic-ends such as differentiation on CSR efforts, companies need to identify the most relevant social or environmental causes according to their business profile. Moreover, SME could support CSR projects that are consistent with their own corporate identities and enhance consumer's social and ethical values.

Also, results show that scepticism is not an obstacle for the positive perception between CSR communication on perceived value and trust. After the boom of "greenwashing" some years ago, governmental and organizational business regulations regarding sustainable advertising and labeling seems to have had an effect on consumers' credibility. Nevertheless, firms should design their CSR communication /messages carefully, in order to be congruent with their company values and product category. SME cannot ignore the new power of consumers, but also this new concern for sustainable development which rise from real and tangible environmental problems. Moreover, eight years ago, we were in the middle of a worldwide crisis, and the argument of consumer's purchasing power concern was a perfect and efficient argument for retailers to attract consumers. Also, politicians took advantage of this crisis- phenomenon to use this argument for getting votes. However, it seems that this phenomenon and negative mediates trend has been simmered down lately. Results from our research, show that this concern is not an obstacle for a positive value perception on CSR communication. The knowledge about consumer's purchasing

power concern plays a crucial role in many areas of marketing management like pricing decisions, or new product development. SME needs to understand the buying power of consumers in its target market groups in order to be sure that consumers can pay for the enterprise's goods and services at price points that earn business profits.

In addition, SME by their number and presence in the food- industry in France are key to influencing and shaping consumers environmental engagement. Also, consumers can pressure for more environmental-friendly products and transparent processes from businesses. SMEs can make a significant difference both to their consumers, their environment, but also not forgetting their main aims regarding their business revenue. For example during a product launching it would be interesting to look at the processes that impact the environment in order to take some steps to minimize those impacts. Consumers want tangible actions from the enterprises. Also, the role of the enterprise is to convince consumers about the business genuine commitment to their CSR activities and at the same time to act as influencer to be sure that their promises through their communication are real. Enterprises have the opportunity to develop a marketing strategy that effectively meets consumer needs by integrating CSR into their practices and processes involving the 4p's.

Finally, we advise SME's to take into account the most adequate type of message in order to get the audience attention to enhance the perceived brand benefits. The model of CSR communication by Bhattacharya and Sen (2004) shows that an interesting design of CSR message means and forms can be used for SME communication strategy. This model stresses the importance of communicating through factual messages, with real evidence and measures in order to avoid consumer's perception of green washing. Moreover, the communication should be transparent easy to understand, congruent, and didactic in order to increase interest and credibility to consumers. For example, Group Bel<sup>32</sup> one of the biggest manufacturer of cheese in France (babybel, Kiri, Leerdammer, la Vache qui rit

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<sup>32</sup> <http://www.groupe-bel.com/fr/responsabilite/notre-demarche-rse>

etc.) integrate didactic videos, targeted to all the family members (children and adults) into their websites which explain their environmental, and social engagements.

## **Section VI-3 Discussion of limits and future perspectives**

### **VI-3.1 Research limits**

This thesis finds several methodological and theoretical limitations. Thereafter, the research questions can be answered positively or negatively, but only cautiously as the results apply to a very distinct context which might differ for other contexts (Klassen and Jacobs, 2001).

The design of the experiment is critical for the validity of the results. One important limit in this work is the disapproval of some hypotheses even when they were already supported in previous empirical research. We suspect that several factors could have been involved in this issue such as the measurement of the impact between an abstract variable (CSR communication) and two psychological variables (Perceived value and Trust). In fact, artificiality of the setting of the experiment related to different online messages on the stimuli visuals may not reflect a real life situation and therefore, not significant differences were drawn. Moreover, many factors are involved in the explanation of how consumer behavior works. For example, price sensitivity, situational variables, or other conditions (Aurier et al. 1996). However, arguments in favor of a socially responsible behavior may not be strong factors to appeal significant effects.

Furthermore, an online questionnaire was conducted towards rewarded participants. According to Klassen and Jacobs, (2001) *“Incentives can sometimes lead to biased results; respondents who expect to receive a reward can be less likely to share criticism and are more likely to give praise”*. This issue can also explain the lack of observed variance in our moderator variables of scepticism and purchasing power concern, which remain a research avenue for this research.

A large body of research stresses the importance of considering the concept of trust as a dynamic one. It can be built over time and has the possibility to change through transactional and relational episodes. The relationship between consumers and the brand cannot be the same from the first exchange the first day, to one month later or to several years later. Nevertheless, research in consumer behavior usually measures this construct statically in time as it has the advantage of simplifying data collection. This result cannot be excluded from the research limits as it can affect the internal validity of it.

In addition, in order to measure the construct of purchasing power concern, a metric scale was used. Results gave insight about consumers' capacity to buy products and their concern level to supply their goods every time they needed. The aim was to measure a perceptual experience. However, there was no eliciting of price information for the category of products. The use of a rating or ranking procedure of real prices data to measure respondent's purchasing power concern could have given more detailed and complementary results. Also, most of the constructs used for this research have good levels of Cronbach  $\alpha$  and Joreskog Rho: Comprehension towards the message ( $\alpha$  0,88- JR 0,83), Visual attitude ( $\alpha$  0,91- JR 0,90), Skepticism ( $\alpha$  0,86- JR 0,91), Social Value ( $\alpha$  0,90- JR 0,90), Ethical Value ( $\alpha$  0,91- JR 0,91), Trust ( $\alpha$  0,91- JR 0,83), Socially Responsibility Consumer Behavior ( $\alpha$  0,86- JR 0,91), Brand Socially Responsibility Perception ( $\alpha$  0,87- JR 0,87). However, purchasing power concern has a low measure ( $\alpha$  0,65- JR 0,70), but always within the limits to be valid and reliable. Equally, the validity estimates in this research (AVE) are related to each construct and reflect a good idea of the construct they want to mean. Moreover, discriminant measures (ASV) also show correct measures to all the constructs but "scepticism" which is slightly above the validity estimate (AVE=60, MSV=0,63). This is a limit as it can affect the internal validity of the research.

Some limitations of this study are also related by the fact that data was gathered from consumers in a single country (France) and through only one category of products. The choice of the food industry, more specifically the category of frozen vegetables and the country, France, can limit the generalization of our results to other research contexts in which this research can be applied. Furthermore, the choice of the message for the

experiment can have a deep influence on the research results. The selection of the right message for the final study was among the most difficult tasks for this study. It required a deep analysis and understanding of business CSR communication strategy. We conducted three different tests in order to set-up the final messages. According to Farrell and Rabin (1996) the necessary condition for a message to be credible is that it is self-committing, in the sense that a player must have an incentive to comply with the message if it is believed. This choice of the message could limit a situational experience to respondents which could limit the external and internal validity of this research.

In addition, the choice of an online questionnaire with fictive scenario simplified the experience of the respondent. However, there are some inherent limitations on how consumers can place themselves in a real situation. In fact, an online-ad magazine is a collection of written articles, electronically published with a name brand, delivered on a regular schedule and contains a variety of content. This decision may affect the internal validity of the experiment.

### **VI-3.2 Research perspectives**

The research limits of this study are also new avenues of research. The most important research perspectives were already outlined in this thesis and will be explained in the following paragraphs.

In order to obtain a scenario with a higher variance effect in the relationship between dependent variables, the independent variables and the moderator variables, a further experimental research is recommended. This study could provide as much detail as possible through the creation of a survey and the design of the stimuli. For example, a different message content could be considered in order to depict a more real life setting. Also, the choice of non-rewarded consumers is recommended as they are more likely to be implicated in the survey responses.

Just as there are a large variety of researches that can be done, there are different environments to apply them. For this study the food-industry was our first choice. However, there are many other contexts interesting to evaluate as well, as the automotive, luxury products, energy, banking etc. The use of other contexts would be useful to better understand the impact of other variables and strength results external validity.

Also, the communication channel through which our CSR messages were delivered is the online ad magazines. However, other communication channels and the design of different CSR messages could give different effects on the impact of CSR communication. In fact, they could have a different impact on perceived value dimensions.

Moreover, marketing communication has played an important role in communicating with consumers by using online and offline marketing communication to deliver the messages. Therefore, when the alternatives increase, consumer wishes to make decisions on the use of channels also will increase. Therefore, the continuity of this research in other communication supports would be interesting for future studies. In addition, as mentioned before in the research limits, the use of trust for this research is static. Therefore, a longitudinal study could be carried out using a file of consumers in order to analyze its evolution over the time. The aim would be to understand how trust is built by the influence of CSR communication over the time. Furthermore, future scholars could investigate how a SME can best communicate its CSR initiatives to respective target audiences, their lifestyles and attitudes. It could be more effective when enterprises categorize their consumers as generational segments because the marketer could use the most effective and appropriate marketing communication channel to communicate with different generations of consumers.

Finally, during 2013, our curiosity led us to conduct a qualitative research on Mexican consumers. The aim was to show that cultural differences between countries with regard to Corporate Social Responsibility (CSR) communication have an influence on consumers' CSR value perception as well as their buying behavior. In fact, results show that Mexican consumers responded differently to a CSR communication leading to different sources of value compared to France. Another important avenue for this kind of research would be to

explore other mediating mechanisms that account for the effectiveness or ineffectiveness of CSR communication like demographic characteristics. This kind of characteristics, such as gender, age or educational level, could determine CSR knowledge, attitudes and behavior in another country context. Therefore, this study should be followed by other experimental studies. Nevertheless, other different countries with different cultures background would be interesting to compare.

## **Summary**

This chapter focus on underling the important results of this research. A global view of this work has been used to stress the main contributions. Among the theoretical contributions we emphasized the importance of the development of a new conceptual model. Also, a definition of CSR communication has been conceived for this thesis. At the methodological level, some measure scales have been adapted from previous research in marketing. Concerning the managerial implications, this work includes recommendation for SMEs to be committed to CSR activities. The interest is centered on an environmental engagement with clear measures to enhance consumers' social and ethical value perception. Moreover, the limits for this research were outlined form a theoretical point of view. These limits can be considered as new avenues of research already discussed in chapter 6.

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# Appendixes

## Appendix 1: Exploratory study: profile of professionals

Company	Industry	Sector
<b>Medithau</b> <a href="http://www.medithau.com/">http://www.medithau.com/</a>	Organic Food	Organic oysters and Sea-Food (awarded by Carrefour France for their Sustainable Development Strategy)
<b>Agrosourcing</b> <a href="http://www.agrosourcing.com">www.agrosourcing.com</a>	Organic - Fair trade Food	Dry fruit and nuts
<b>Sud vin Bio</b> <a href="http://www.sudvinbio.com">www.sudvinbio.com</a>	Organic Wine	Wines
<b>Face Hérault</b> <a href="http://www.fondationface.org/faceframe/index.php">http://www.fondationface.org/faceframe/index.php</a>	Association	Consulting and Standardization for Social norms towards SME in the south of France
<b>AFNOR</b> <a href="http://www.afnor.org/">http://www.afnor.org/</a>	International Organization	Certification and standardization for the norms of ISO 26000
<b>COOP de France</b> <a href="http://www.coopdefrance.coop/fr/164/languedoc-roussillon/">http://www.coopdefrance.coop/fr/164/languedoc-roussillon/</a>	Agricultural cooperative	Certification and standardization for 3 D (sustainable development) norms towards Cooperatives in the food industry

## Appendix 2: Interview guide for consumers

Bonjour, Je réalise actuellement une thèse en marketing au sein de MRM, laboratoire de gestion à l'Université de Montpellier, sur la communication socialement responsable des entreprises sous la direction du professeur Philippe Aurier et vous êtes invités à participer à une étude de recherche de doctorat sur la communication socialement responsable des entreprises. La durée de cet entretien est d'environ 1 heure. Afin d'obtenir une analyse plus détaillée au sujet de notre entretien, et si vous êtes d'accord nous allons enregistrer votre conversation. Toutefois, nous vous assurons que toutes vos réponses sont strictement anonymes, et que vous serez capable de vous exprimer en toute confiance et en toute honnêteté

### **PRESENTATION**

Présentez-vous brièvement :

Définition du concept du RSE

Question - Pour vous, quelle est la définition d'une personne « Responsable » ?

Relance - Comment, selon vous le caractère responsable de la personne pourrait influencer le différent aspect de sa vie ? Pourriez-vous me donner en exemple d'un acte que vous jugez responsable envers la société civile ?

Question - Qu'entendez-vous par une « entreprise responsable envers la société civil ».

Relance - Est-ce que l'entreprise est responsable seulement avec ses salariés ou dans un autre domaine aussi ? Lesquels ?

Question - Qu'entendez-vous par une « entreprise responsable envers la société civil ».

Relance - Est-ce que l'entreprise est responsable seulement avec ses salariés ou dans un autre domaine aussi ? Lesquels ?

Les dimensions de la RSE

Question - Quelles sont les différents sujets qui concernent la responsabilité d'une entreprise envers la société civile ?

Relance - Est-ce que les préoccupations sociales et environnementales de la société civile (environnement, santé, justice social) sont aussi une préoccupation pour les entreprises ?  
Comment ?

Relance - Est-ce que la charité constitue un aspect de la responsabilité de l'entreprise envers la société civile ?

Relance - Selon vous, en tant que consommateur, arrivez-vous à distinguer des produits ou des marques commercialisés par des entreprises responsables envers la société civile ?  
Comment ?

Perception de la communication RSE

Question - Les entreprises socialement responsables ils communiquent comment ?

Relance - Qu'attendez-vous de leur discours concernant leurs pratiques et leurs valeurs ?

Relance - A votre avis, pour quels raisons les entreprises communiquent d'avantage sur la responsabilité ?

Relance - Quels sont les arguments les plus persuasifs ?

Question - Qu'est-ce que vous ressentez quand vous amène a vos maison produits engage en faveur du développement durable?

Relance - Quels sont les arguments les plus persuasifs ?

Question - Qu'est-ce que vous ressentez quand vous amène a vos maison produits engage en faveur du développement durable?

Relance - Quand vous voyez la communication d'entreprises RSE vous avez quelle genre de sentiment ?

Relance - Quels sont les arguments les plus persuasifs ?

Relance - Quand vous voyez la communication d'entreprises RSE vous avez quelle genre de sentiment ?

Les motivations et freins sur la communication de la RSE

Question - Quelles sont vos motivations et freins de consommer des produits des entreprises socialement responsables ?

Relance - Est-ce que vous sentez que la communication des entreprises socialement responsable est-elle de confiance / fiable?

Relance - Quelles sont les manifestations de communications que vous trouvez fiable dans un produit ?

Relance - Est-ce que vous sentez que la communication des entreprises socialement responsable est cohérente?

Relance - Est-ce que vous pensez que le pouvoir d'achat affecte la volonté de consommation de produits de marque responsables.

Question - souhaitez-vous aborder quelque chose dont nous n'aurions pas parlé ?

Je vous remercie pour votre écoute et votre implication dans cet entretien

## Appendix 3: Interview guide for professionals

Bonjour, Je réalise actuellement une thèse en marketing au sein de MRM, laboratoire de gestion à l'Université de Montpellier, sur la communication socialement responsable des entreprises sous la direction du professeur Philippe Aurier et vous êtes invités à participer à une étude de recherche de doctorat sur la communication socialement responsable des entreprises. La durée de cet entretien est d'environ 1 heure. Afin d'obtenir une analyse plus détaillée au sujet de notre entretien, et si vous êtes d'accord nous allons enregistrer votre conversation. Toutefois, nous vous assurons que toutes vos réponses sont strictement anonymes, et que vous serez capable de vous exprimer en toute confiance et en toute honnêteté

### **PRESENTATION**

Présentez-vous brièvement :

Parcours

Fonction

Entreprise

Définition du concept du RSE

Question- Qu'entendez-vous par RSE ?

Question- Qu'est-ce que vous a motivé dans un démarche responsable envers la société?

Question- Qu'est-ce que vous a motivé dans ce démarche RSE ?

Dimensions de la RSE

Question- Selon vous quels sont les thèmes clé de la RSE ?

Relance- Comment pouvez- vous les catégoriser ?

Les principaux moteurs de l'engagement en matière de RSE dans le PME

Question- Quelle est votre vision de la RSE ?

Relance- Selon vous pourquoi une entreprise a-t-elle intérêt à se lancer dans une démarche de RSE

Question- Quelles sont vos pratiques en matière de RSE ?

Relance- Quels sont les enjeux ou intérêts de s'engager dans une démarche RSE ?

Relance- Quelles sont les implications engendrées?

Motivation Sociétal et Financière

Question- Parlez-moi de l'impact de vos pratiques RSE et vos salaries?

Relance- Dans quelle mesure vos pratiques participe au bien être de vos salaries?

Relance- Quelles sont les actions que vous avez mises en place pour améliorer le bien-être de vos salaries?

Question- Pensez-vous que la RSE est un moyen d'améliorer son efficacité économique et financière

Les principaux freins de l'engagement en matière de RSE dans le PME

Question- Parlez-moi de l'engagement de PME dans la démarche RSE

Relance- Existe-il une différence en matière d'engagement RSE entre les PME et les GE ?

Relance- Quels sont les principaux freins opérationnels pour le PME de s'engager dans le RSE ?

Relance- Quelles sont les taches qui vous incombent personnellement dans la démarche RSE ?

Communication RSE

Question- Est-ce que vous communiquez sur vos pratiques en matière de RSE ?

Relance- Auprès de vos fournisseurs et vos salariés?

Relance- Auprès de vos consommateurs?

Question- Quels sont les outils ou moyennes utilisés pour cette communication?

Question- Pensez-vous que cette communication est crédible auprès des parties prenantes ?

Relance- Selon vous quels sont les outils de communication les plus efficaces?

Relance- Si non, comment communiquer de façon fiable?

Question- Selon-vous quels sont les différents enjeux en communiquant vos pratiques en matière de RSE?

Perception de la marque auprès de consommateurs

Question- Pensez-vous qu'il y a des motivations spéciales des consommateurs pour acheter vos produits ? Lesquels ?

Question- Selon vous quels sont les éléments qui peuvent freiner l'achat de vos produits auprès de vos consommateurs ?

Question- Souhaitez-vous aborder quelque chose dont nous n'aurions pas parlé ?

Je vous remercie pour votre écoute et votre implication dans cet entretien

## Appendix 4: brand fictive logo



## Appendix 5: Stimuli: brand fictive website



Le Potager

À l'international Sur les réseaux Actualités EN

Mission  
Stratégie  
Valeurs  
Gouvernance  
Historique  
**Organisation**

# ORGANISATION



Fondé en 1995 par Philippe Godeffroy, «Le Potager» est une entreprise au capital majoritairement familial, implantée en Vendée. «Le Potager», c'est le nom d'une entreprise et d'une marque qui, avant tout, possède une vision entrepreneuriale au service d'une mission partagée par l'ensemble des collaborateurs du Groupe «Assurer le bien-vivre par l'alimentation végétale». Grâce à un savoir-faire agro-industriel unique, l'entreprise propose aux consommateurs une grande variété de plus de 100 produits de légumes surgelés prêts à l'emploi. Finalement, «Le Potager» est intimement convaincu que sa philosophie et son savoir-faire seront toujours les moteurs de sa croissance.

## Appendix 6: Stimuli: control ad visual for the Pre-test



*Nous cultivons et récoltons  
les légumes à maturité pour vous offrir*

*le meilleur  
de leur saveur*



Découvrez les bons légumes surgelés de l'entreprise « **LE POTAGER** », légumes surgelés vapeur, galettes de légumes, poêlées de légumes, purées ou encore mijotés... Il y en a pour toutes les envies.

« **LE POTAGER** » se coupe en quatre pour satisfaire chaque bouchée. Cuisinés croquants, dégustés fondants, en purée, en gratin, en potage l'hiver, nos légumes surgelés, font le bonheur des petits et des grands à la maison.

Si les idées de menus vous manquent, retrouvez des recettes de bons petits plats sur notre site Internet.



## Appendix 7: Stimuli: social ad visual for the Pre-test



*Nous cultivons et récoltons  
les légumes à maturité pour vous offrir  
**le meilleur**  
de leur saveur*



Découvrez les bons légumes surgelés de l'entreprise «Le Potager», légumes surgelés vapeur, galettes de légumes, poêlées de légumes, purées ou encore mijotés.. Il y en a pour toutes les envies.

Fidèle à ses engagements, «Le Potager» met le respect des Hommes - collaborateurs, producteurs, partenaires, consommateurs - au cœur de son modèle à travers la charte «**RESPECT HOMMES**».

Par exemple, elle agit aux côtés de l'Association des Paralysés de France pour favoriser l'intégration de collaborateurs en situation de handicap dans l'entreprise en travaillant notamment sur l'ergonomie des postes de travail.



## Appendix 8: Stimuli: environmental ad visual for the Pre-test



*Nous cultivons et récoltons  
Les légumes à maturité pour vous offrir*

*le meilleur  
de leur saveur*



Découvrez les bons légumes surgelés de l'entreprise «Le Potager», légumes surgelés vapeur, galettes de légumes, poêlées de légumes, purées ou encore mijotés... Il y en a pour toutes les envies.

Fidèle à ses engagements, « Le Potager » agit au quotidien pour limiter ses impacts sur l'environnement, à travers la charte « **RESPECT NATURE** ».

Par exemple, elle est engagée aux côtés du WWF pour favoriser et préserver la biodiversité dans ses champs.



## Appendix 9: Final survey

Cette enquête est réalisée dans le cadre d'une recherche universitaire.

Comme pour chacune de nos études, vos réponses sont anonymes et resteront strictement confidentielles. Votre aide sera très précieuse pour mener à bien ce travail. Il n'y a bien sûr pas de bonnes ou de mauvaises réponses, seule votre opinion compte.

Nous vous remercions par avance de bien vouloir prendre le temps nécessaire pour lire l'ensemble des questions et affirmations qui vous seront présentées, et d'y répondre le plus sincèrement possible.

Encore merci pour votre participation.

Tout au long de ce questionnaire, nous vous demanderons d'évaluer votre degré d'accord avec les affirmations qui vous seront présentées, en leur attribuant une note de 1 à 5 :

1 = Pas du tout d'accord (cette affirmation ne vous correspond pas du tout)

5 = Tout à fait d'accord (cette affirmation vous correspond tout à fait)

Les notes intermédiaires (2 à 4) vous permettront de nuancer votre jugement.

Pour commencer, nous allons parler de votre comportement en tant que consommateur.

Q1 Veuillez indiquer votre degré d'accord avec ces 3 premières affirmations :

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q1_1	Lorsque je fais mes courses, j'ai en tête mon pouvoir d'achat.					
Q1_2	Même si cela me demande beaucoup d'énergie, j'essaie tout de même de préserver mon pouvoir d'achat.					
Q1_3	En faisant attention, je conserve mon pouvoir d'achat.					

A présent nous souhaitons connaître votre avis concernant une entreprise productrice de légumes surgelés : « Le Potager ».

Voici un extrait de son site web qui donne des informations sur son histoire, sa vision et sa mission auprès des consommateurs :

(Image of the website « Le Potager »)

Voici maintenant le visuel que l'entreprise « Le Potager » diffuse en presse magazine dans le but de promouvoir sa marque et ses produits auprès des consommateurs.

Nous vous invitons à regarder et lire attentivement le contenu de ce visuel. Les prochaines questions concerneront ce visuel :

*(One visual is displayed here)*

Dans le but d'avoir l'avis des consommateurs sur l'entreprise, le directeur de l'entreprise « Le Potager » sollicite votre opinion. Nous vous demanderons donc de répondre aux questions suivantes.

Q2 Concernant le message inscrit dans le visuel que vous venez de regarder, vous diriez qu'il...

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q2_1	Semble clair.					
Q2_2	Est compréhensible.					
Q2_3	Est crédible.					
Q2_4	Est convaincant.					

Q3 Concernant le graphisme de ce visuel, vous diriez que...

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q3_1	Vous l'aimez bien.					
Q3_2	Vous le trouvez beau.					
Q3_3	Vous le trouvez intéressant.					
Q3_4	Vous le trouvez agréable.					

Q4 Selon vous, ce message de l'entreprise « Le Potager » dans la presse magazine vous parle...

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q4_1	de son engagement environnemental.					
Q4_2	de son engagement qualité.					
Q4_3	de son engagement social.					
Q4_4	de son engagement pour l'innovation.					
Q4_5	de son engagement pour la nutrition.					

Toujours au sujet du message transmis au travers de ce visuel, et de la communication de l'entreprise « Le Potager » ...

Q5 Veuillez indiquer votre degré d'accord avec ces 9 autres affirmations :

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q5_1	Je peux compter sur la bonne foi de la communication de l'entreprise « Le Potager ».					
Q5_2	L'objectif de la communication de l'entreprise « Le Potager » est d'informer le consommateur.					
Q5_3	La communication de l'entreprise « Le Potager » est une source fiable d'information sur sa qualité.					
Q5_4	J'ai l'impression d'avoir été correctement informé(e) par la communication de l'entreprise « Le Potager ».					
Q5_5	La communication de l'entreprise « Le					

	Potager » fournit des informations essentielles aux consommateurs.					
Q5_6	La communication de l'entreprise « Le Potager » présente une image vraie du produit.					
Q5_7	Le seul intérêt de l'entreprise « Le Potager » est de faire plus de bénéfices.					
Q5_8	L'entreprise « Le Potager » tente d'améliorer son image en soutenant de bonnes causes.					
Q5_9	L'entreprise « Le Potager » soutient une bonne cause que pour gagner en réputation.					

Nous vous invitons désormais à regarder et lire attentivement de nouveau le contenu du visuel. Les prochaines questions concerneront encore ce visuel :

*(The same visual is displayed in here)*

Q6 Compte tenu de ce que vous savez ou pensez désormais de l'entreprise « Le Potager » et de Ses produits...

Si vous deviez acheter prochainement des légumes surgelés...

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q6_1	Les produits de l'entreprise « Le Potager » amélioreraient la façon dont je suis perçu(e) par les autres.					
Q6_2	Les produits de l'entreprise « Le Potager » me donneraient une bonne image auprès des autres.					

Q6_3	Les produits de l'entreprise « Le Potager » m'aideraient à me sentir accepté(e) par les autres.					
------	---	--	--	--	--	--

Q7 Compte tenu de ce que vous savez ou pensez désormais de l'entreprise «Le Potager »...

Veillez indiquer votre degré d'accord avec ces 7 autres affirmations :

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q7_1	Pour moi, acheter les produits de l'entreprise « Le Potager » a un intérêt éthique, car je considère que c'est une entreprise engagée.					
Q7_2	L'engagement écologique et social de l'entreprise « Le Potager » est cohérent avec mes valeurs éthiques.					
Q7_3	Je suis attiré(e) par la communication éthique de l'entreprise « Le Potager ».					
Q7_4	Pour moi, acheter les produits de l'entreprise « Le Potager » est synonyme d'éthique.					

Les questions suivantes vont traiter du thème « Vous et l'entreprise dans l'avenir ».

Une dernière fois, nous vous invitons à regarder et lire attentivement le contenu du visuel :

*(The same visual is displayed in here)*

Q8 Compte tenu de ce que vous savez ou pensez désormais de l'entreprise «Le Potager » ...

Concernant votre confiance vis-à-vis de l'entreprise « Le Potager », vous diriez que...

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q8_1	L'entreprise « Le Potager » est sincère en me proposant ses produits.					
Q8_2	Les promesses faites par l'entreprise « Le Potager » sont fiables (ses promotions, ses renseignements sur la nutrition, la qualité de ses produits, ses engagements...).					
Q8_3	Si un problème survient (emballage abîmé, date de péremption dépassée...) l'entreprise « Le Potager » sera honnête et le réglera sans discuter.					
Q8_4	L'entreprise « Le Potager » sera toujours très efficace dans ses actions (promotion, remboursement...).					
Q8_5	L'entreprise « Le Potager » sera toujours attentive à me rendre la vie plus facile.					
Q8_6	J'ai le sentiment que l'entreprise « Le Potager » se mettra prioritairement à mon service.					

Q9 Concernant les engagements de l'entreprise « Le Potager », vous diriez que :

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q9_1	L'entreprise « Le Potager » garantit que les populations locales bénéficient de ses contributions (bénévolat, embauche sur place, dons variés...).					

Q9_2	L'entreprise « Le Potager » soutient et finance ses employés qui veulent s'engager en tant que bénévoles dans des projets sociaux ou environnementaux.					
Q9_3	L'entreprise « Le Potager » soutient et finance des associations caritatives, ONG...					
Q9_4	L'entreprise « Le Potager » aide à résoudre des problèmes sociaux et environnementaux.					

Quelques questions pour mieux vous connaître...

Afin de mieux analyser vos réponses, nous aimerions connaître quelques informations vous concernant. Ces informations resteront bien sûr totalement anonymes et confidentielles.

Q10 Concernant votre comportement en tant que consommateur, vous diriez que...

		1 = Pas du tout d'accord	2	3	4	5 = Tout à fait d'accord
Q10_1	Je boycotte les entreprises qui ont des pratiques irrespectueuses vis-à-vis de leurs salariés.					
Q10_2	Je boycotte les entreprises qui polluent.					
Q10_3	Je boycotte les produits fabriqués par des entreprises qui font travailler des enfants.					
Q10_4	J'achète de préférence des produits dont une partie du prix revient à une cause humanitaire.					
Q10_5	J'achète de préférence des produits dont l'argent revient aux pays en voie de					

	développement.					
Q10_6	J'achète de préférence des produits issus du commerce équitable (filiale qui garantit un niveau de vie décent aux petits producteurs des pays du Sud).					

Concernant votre comportement d'achat de légumes...

Achetez-vous des légumes surgelés ?

1	Oui
2	Non

Si le répondant n'achète pas de légumes surgelés > vers Page 14

En moyenne, à quelle fréquence achetez-vous des légumes surgelés ?

1	Toutes les semaines
2	Tous les 15 jours
3	Tous les mois
4	Tous les 2 ou 3 mois
5	Moins souvent

En moyenne, à quelle fréquence consommez-vous des légumes surgelés.

1	Tous les jours ou presque
2	Plusieurs fois par semaine
3	1 fois par semaine
4	Tous les 15 jours
5	Tous les mois
6	Tous les 2 ou 3 mois
7	Moins souvent

8	Jamais ou presque
---	-------------------

Pour finir...

Vous vivez :

1	Seul(e), sans enfant
2	Seul(e), avec enfant(s)
3	En couple, sans enfant
4	En couple, avec enfant(s)
5	En colocation, sans enfant
6	En couple, avec enfant(s)
7	Chez mes parents, ma famille

Si le répondant ne vit pas avec des enfants > vers Page 21

Sinon > vers Page 2

Combien d'enfants mineurs (de moins de 18 ans) vivent au sein de votre foyer ?

1	Aucun
2	1
3	2
4	3
5	Plus de 3

Quel est votre niveau d'études ?

1	Sans diplôme
2	CEP (Certificat d'Etudes Primaires)
3	BEPC (Brevet d'Etudes du Premier Cycle)
4	CAP/BEP
5	BAC

6	BAC+2
7	BAC+3
8	BAC+4
9	BAC+5
10	Autre, précisez :

Quels sont les revenus mensuels nets de votre foyer ?

(= votre revenu + ceux des autres membres de votre foyer)

1	Moins de 600€ nets / mois
2	De 600 à 1 099€
3	De 1 100 à 1 599€
4	De 1 600 à 2 499€
5	De 2 500 à 3 999€
6	Plus de 4 000€ nets / mois
7	Je ne souhaite pas répondre

Enfin, appartenez-vous à un réseau lié à l'activité de vente en circuit court / panier local ?

1	Oui
2	Non

Si vous avez des commentaires à nous faire part au sujet de ce questionnaire, veuillez les indiquer ci-dessous svp :

**SEXE** (Réponse non obligatoire)

1	Homme
---	-------

2	Femme
---	-------

CSP

1	Agriculteur
2	Artisan
3	Commerçant
4	Chef d'entreprise
5	Profession libérale
6	Cadre ou profession intellectuelle supérieure
7	Profession intermédiaire
8	Employé
9	Ouvrier
10	Retraité
11	Demandeur d'emploi
12	Homme ou Femme au foyer
13	Etudiant, lycéen
14	Autre

UDA5

1	Ile-de-France
---	---------------

2	Nord-Ouest
3	Nord-Est
4	Sud-Ouest
5	Sud-Est

## Appendix 10: Extreme values and normality values (Kurtosis and Skewness )

n=645	Asymetry		Flattening	
	Statistic	Error std	Statistic	Error std
<b>Perceived Value</b>				
VS_3.	,486	,096	-,827	,192
VS_2	,060	,096	-,996	,192
VS_1	,305	,096	-,970	,192
VE_4	-,446	,096	-,297	,192
VE_3	-,384	,096	-,412	,192
VE_2	-,664	,096	,114	,192
VE_1.	-,532	,096	-,217	,192
<b>Trust</b>				
CONF_C_4	-,177	,096	-,035	,192
CONF_C_3	-,344	,096	-,182	,192
CONF_C_2	-,479	,096	,182	,192
CONF_C_1	-,528	,096	,206	,192
CONF_B_6	-,201	,096	-,411	,192

CONF_B_5	-,290	,096	-,212	,192
Scepticism				
SCA_6	-,601	,096	,213	,192
SCA_5	-,522	,096	-,070	,192
SCA_4	-,538	,096	,124	,192
SCA_3	-,404	,096	,065	,192
SCA_2.	-,695	,096	,366	,192
SCA_1	-,295	,096	-,086	,192
Purchasing Power Concern				
PPA_1	-,661	,096	,021	,192
PPA_2	-,787	,096	,266	,192
PPA_4	-,809	,096	,175	,192

**VU et PERMIS D'IMPRIMER**

A Montpellier, le

Le Président de l'Université Montpellier I

Philippe Augé