

"How does Corporate Social Responsibility influence buyer behaviour in the German beer market?"

Comment [PW1]: Is your choice of words in line with the content of your research project? You could have used a colon to separate the finer details of your research.

Saxon University

Word Count: 17,986

DECLARATION: I declare that the above work is my own and that the material contained herein has not been substantially used in any other submission for an academic award.

Signed:

Date:

Abstract

There is a vast interest and high awareness of green issues and how to make a contribution to a sustainable planet both, from the consumers' and companies point of view. During the last few years, the concept of Corporate Social Responsibility (CSR) has become an inevitable part of businesses and a growing number of companies are committed to ethical behaviour and engage in sustainable issues that go beyond their commercial activities. Consumers increasingly expect companies to engage in responsible behaviour and to contribute to a sustainable environment.

Comment [PW2]: Where is the evidence of this? You could have included references to support your view.

Even in the beer industry, CSR gains importance and many breweries have integrated ethical aspects into their business approach. However, in order to benefit from CSR and to gain competitive advantage, companies have to consider the consumers' point of view: their attitude towards CSR and the impact of CSR on their behaviour. Hence, this study addresses the question how CSR influences buyer behaviour in the German beer market. Further, the research paper examines the importance of CSR among German breweries and consumers' perception of the issue. The objectives of the study are achieved through an in-depth literature review of CSR and the analysis of primary data, gathered in an online survey.

Comment [PW3]: Good to see a clear purpose statement.

Comment [PW4]: Nice to see reference to the chosen data collection method.

Findings of the study provide evidence that CSR is of interest to the German beer industry and breweries tend to implement the CSR concept. Most businesses are committed to environmental protection and engage in social welfare, especially in promoting responsible drinking. However, their CSR initiatives are lacking communications. Only a few breweries invest in CSR campaigns, but rather present their CSR approach on their website. Thus, as findings of the survey prove, most consumers are not aware of CSR commitment, although they highly appreciate such approaches. In addition, research showed that CSR has a positive impact on consumers' attitude and that CSR products are favoured. Nevertheless, in terms of beer, product attributes like taste and price are the determining factors, since they have a greater impact on the actual purchase decision. However, many consumers claim not to buy beer from breweries that contribute to CSR, because they are not aware of CSR activities in the beer market.

Comment [PW5]: This sentence is unclear. More detail required here in terms of the level of investment and how this is communicated to stakeholders.

As a conclusion, despite the fact that there is a discrepancy between consumers' attitude and actual buyer behaviour, breweries should invest in communicating their CSR commitment in order to benefit from the positive impact it has on consumers.

Comment [PW6]: Your abstract provides a lucid overview of your research project, although some elements lack detail e.g. data collection and analysis.

Acknowledgements

Writing a research paper is always challenging, this being the final project in order to accomplish the degree, proved no exception. However, I found the task enjoyable, exciting and very educational. The dissertation gave me the opportunity to improve my research and analysis skills and I gained deeper understanding of the research subject.

Many people made it possible to write this paper and helped me to during the stressful time. Therefore, I would like to thank my supervisor XXXXXXX for his academic support, advice and his time during the development process. In addition, I would like to thank my parents who made it possible for me to study abroad and who have always supported me not only while working on the project but all my studies.

Big and special thanks go to my sister, who never got tired of reading my assignments and this dissertation, gave me academic as well as language advice and recommended Saxon University to me in the first place.

A warm thank you goes to all participants in the survey who shared their thoughts, provided me with priceless information and distributed the questionnaire among their friends and families. Without the respondents this research would not have been possible. Furthermore, thanks to everyone who read this paper and gave me language and layout advice. Lastly, I want to thank my friends who made the time an unforgettable experience, especially XXXXXXX who always offered me a place to stay during the last few weeks.

Table of Contents

Abstract.....	1
Acknowledgements.....	2
Figures, Tables, Appendix and Abbreviations.....	5
1 Introduction.....	7
1.1 Background	7
1.2 Research Aims, Objectives and Questions	8
1.3 Rationale.....	9
1.4 Layout.....	10
2 Literature Review.....	11
2.1 History of CSR - A Variety of Definitions	11
2.2 Definition of CSR for this Research.....	14
2.3 Corporate Social Responsibility as a Marketing Tool	15
2.3.1 Green Marketing	15
2.3.2 Corporate Citizenship.....	16
2.4 Major CSR Theories.....	17
2.5 How Consumers Perceive CSR	20
2.6 Why Companies Engage in CSR.....	22
2.7 Building CSR into Strategy	24
2.8 Conclusion	26
3 Research Design and Methodology.....	27
3.1 Research Philosophy	27
3.2 Research Approach	29
3.3 Research Strategy	29
3.4 Research Choice	30
3.5 Time Horizon.....	31
3.6 Techniques and Procedure	32
3.6.1 Primary Data - Survey.....	32
3.6.2 Secondary Data.....	38

Comment [PW7]: You could have included an introduction to set out the purpose of the chapter.

Comment [PW8]: Perhaps best to refer to this as a 'summary' as the final chapter is your 'conclusion.'

Comment [PW9]: Again, an introduction is useful to explain the purpose of the chapter. This is an important part of 'sign-posting.'

Comment [PW10]: Presentation: Why not align your page numbers?

3.7 Ethics.....	39
3.8 Reliability and Validity	40
4 Analysis	42
4.1 The German Beer Market	42
4.1.1 The German Beer Market in General.....	42
4.1.2 CSR in the German Beer Market.....	44
4.1.3 Interim Conclusion	49
4.2 Results of Survey.....	49
4.2.1 What Do Consumers Know About CSR.....	50
4.2.2 Consumers' General Interest in CSR.....	52
4.2.3 Consumers' Opinion on CSR in General	54
4.2.4 Consumers' Opinion on CSR in the Beer Market	56
4.2.5 Evaluation of CSR vs. Conventional Advertisements.....	59
4.3. Conclusion.....	60
5 Conclusion.....	62
5.1 Findings	62
5.2 Limitations.....	67
5.3 Future Research	67
6 Referencing.....	69

Comment [PW11]: Introduction?

Comment [PW12]: Does this include recommendations?

Figures, Tables, Appendix and Abbreviations

Comment [PW13]: Appendices.

List of Figures

Figure 1: History of CSR	14
Figure 2: Carroll's CSR pyramid.....	18
Figure 3: 3C-SR model.....	19
Figure 4: Key drivers influencing business focus in CSR	22
Figure 5: Stakeholder Model	23
Figure 6: CSR in the context of strategy.....	24
Figure 7: Research onion	27
Figure 8: Ways to think about research philosophies	28
Figure 9: Research choices.....	31
Figure 10: Example of closed question	34
Figure 11: Example of open-ended question.....	34
Figure 12: Example of multiple choice question.....	35
Figure 13: Example of rank order question	35
Figure 14: Example of semantic differential scale.....	36
Figure 15: Beer consumption in Europe in mio hl, 2009.....	42
Figure 16: Kromacher rainforest campaign, print advert.....	44
Figure 17: AB InBev's Better World Pillars	45
Figure 18: Campaign's logo "Bier bewusst genießen" [Enjoy beer consciously]	48
Figure 19: CSR commitment among German beer brands	49
Figure 20: Demographic data: Gender	50
Figure 21: Demographic data: Age.....	50
Figure 22: Answer to question "What does CSR encompass for you"	51
Figure 23: Companies respondents think of in terms of good CSR	53
Figure 24: Companies respondents think of in terms of bad CSR.....	53
Figure 25: Average ranking of CSR elements	54
Figure 26: Reasons why consumers do not prefer CSR products in general	54
Figure 27: Reasons why CSR does not matter to consumers.....	55
Figure 28: Reasons why consumers prefer CSR products in general.....	56
Figure 29: Reasons why consumers do not prefer CSR beer	57
Figure 30: Reasons why CSR beer does not matter to consumers	57
Figure 31: Price sensitivity for CSR beer products	59
Figure 32: Comparison of ads: CSR vs. Conventionally, Average rating.....	60

List of Tables

Table 1: Research aim, objectives and questions8
 Table 2: Green Marketing Measures16
 Table 3: Corporate Social Initiatives17
 Table 4: Components of 3C-SR model19
 Table 5: Six dimensions how to build CSR into strategy.....25
 Table 6: Structure of survey33
 Table 7: Threats of reliability.....40
 Table 8: Breweries and beer consumption in Germany, 2003-201143
 Table 9: Most popular beer brands in Germany 2011.....43
 Table 10: Correlation Age/Gender and companies' expected CSR commitment52
 Table 11: Correlation of Age/Gender and interest in CSR beer/CSR products in general58

Comment [PW14]: Again, why not align page numbers?

List of Appendix (See attached CD)

- Appendix A: Survey - Figures
- Appendix B: Survey - Raw Data, Codes of Questions and Answers
- Appendix C: Evaluated advertisements
- Appendix D: Questionnaire (translated into English)

Comment [PW15]: Appendices.

List of Abbreviations

AB InBev	Anheuser-Busch InBev
ABV	Alcohol by Volume
CC	Corporate Citizenship
CSR	Corporate Social Responsibility
eV.	Eingetragener Verein [Registered Association]
URL	Uniform Resource Locato
WWF	World Wide Fund of Nature

1 Introduction

The following chapter aims to introduce the background of the study in order to familiarise the reader with the key topics and terms of this dissertation. Further, the choice of research questions and objectives for the study will be presented, followed by the rationale. Eventually, the layout of the study will be outlined.

Comment [PW16]: This is rather general and could refer to any project. Try to make it specific to your work - CSR and the German beer market.

Comment [PW17]: This introduction 'sets the scene' but is somewhat general.

1.1 Background

Today, consumers are worried more than ever about sustainability-related issues. Awareness has been built steadily over the last 20 years (Ottman, 2011). From the consumers' and companies point of view, there is a vast interest and high awareness of green issues and how to make a contribution to a sustainable planet. Nowadays, companies' functions cannot be reduced to Friedman's economic principle that "the [only] social responsibility of a business is to increase its profits" (Friedmann, 1970 in Backhaus-Maul, Biedermann, Nährlich and Polterauer, 2008, p. 485). Stakeholders and above all, consumers, expect companies to be more than enterprises generating profits and providing goods at a reasonable price, but to also behave as good corporate citizens. This desirable attitude of a company is called Corporate Social Responsibility (CSR) and its importance among businesses increased recently.

Over the years, many definitions of CSR have emerged, which will be highlighted in the literature review. In a nutshell, Corporate Social Responsibility encompasses all voluntary initiatives of a company in order to demonstrate responsibility regarding the environment, community and its employees.

Comment [PW18]: Why has it increased?

Indeed, more and more consumers demand companies to undertake responsibility in various areas which is why more and more firms are committing themselves to CSR. Consumers are increasingly thinking about the importance of CSR and sustainable issues in business (Rommelspacher, 2012; Maignan and Ferrell, 2004; Sen and Bhattacharya, 2001). On the one hand, studies indicate that consumers have a more positive image of a company acting in a responsible manner and are willing to reward CSR activities and punish unethical behaviours (Creyer and Ross, 1997; Mohr, Webb and Harris, 2001). In addition, researchers claim that customer loyalty, purchase intentions, attitudes towards a company and other consumer behaviour variables improve when consumers are confronted with CSR initiatives (Pirsch, Gupta and Grau, 2007). On the other hand, as shown in a survey by Carrigan and Attalla (2001), the majority of consumers express a willingness to favour ethically defensible products but in terms of behaviour few actually buy these products.

Comment [PW19]: Good to see that your comment is supported with clear evidence of research (references).

The grocery industry is the one that has received major attention regarding Corporate Social Responsibility related issues (Hughes, 1995; Jones, Comfort and Hillier, 2005; Klein and Dawar, 2004; Pearce, 1999; Piacentini, MacFadyen and Eadie, 2000). Among the top ten beer brands in Germany, all of them engage in CSR to a certain extent and some breweries even run large campaigns promoting

Comment [PW20]: Again, good to see clear evidence of research demonstrated with the inclusion of supporting references.

their CSR initiatives, especially Anheuser-Busch InBev (AB InBev) and Krombacher. The campaigns will be outlined in this study later on (see chapter 4.1.2). However, there have not been examinations whether being socially responsible influences buyer behaviour concerning the German beer industry. Thus, this study is dedicated to the question how Corporate Social Responsibility influences buyer behaviour in the German beer industry.

Comment [PW21]: Good. A possible gap in the literature.

Comment [PW22]: Purpose of the study.

1.2 Research Aims, Objectives and Questions

For a planned research, research questions play a major role in setting clear boundaries for the literature review. Further, they enable the researcher to facilitate a choice of a suitable methodology and structured analysis. Also, research questions help to formulate specific conclusions and recommendations and thus, constitute an essential guideline for a study (Wilson, 2010; Bryman and Bell, 2007).

As mentioned previously, the research aim of this paper is to examine the influence of CSR on buyer behaviour in the beer industry in Germany. In order to accomplish this aim, research questions and corresponding objectives have been developed for this dissertation, as illustrated in table 1.

Research aim	
Find out to which extent buyer behaviour is affected by CSR activities in the German beer industry	
Research Objectives	Research Questions
1. Understand the term CSR and related green and social subjects	1. What is CSR and how is it related to other green and social issues?
2. Outline which marketing tools are used in the German beer market to communicate CSR efforts	2. How are CSR activities in the German beer market promoted and communicated?
3. Outline to what extent consumers are aware of the implemented CSR initiatives by the German beer industry	3. To what extent are consumers aware of CSR initiatives in the German beer market?
4. Outline general consumer interest in environmental and social/philanthropic issues and in relation to the German beer industry	4. How important is CSR to consumers in general and in the beer market?
5. Identify to what extent CSR campaigns are influencing consumers' reactions in the beer market	5. How does CSR influence consumers' reactions in the beer industry in Germany?
6. Evaluate the importance of CSR in the beer market in the future	6. How important will CSR be in the future?

Comment [PW23]: A clear statement of the aims of the research 'To find out

Comment [PW24]: 'To understand.....'

Comment [PW25]: 'To outline..'

Comment [PW26]: Type of consumer? All German consumers?

Comment [PW32]: 'How aware are consumers of CSR.....'

Comment [PW27]: 'To outline/establish/determine/understand.....'

Comment [PW28]: 'To determine'

Comment [PW29]: 'To identify....'

Comment [PW30]: 'To evaluate.'

Table 1: Research aim, objectives and questions
Source: Author's own work, 2012

Comment [PW31]: Well done. A table is a nice way to present your research objectives and research questions. This makes it very clear to the reader.

The first research objective and the corresponding question are relevant to the issue of CSR itself. What does the term mean, how it developed and how CSR is related to similar subjects such as Green Marketing and Corporate Citizenship (CC). Having answered the general question about the topic, the second outlines how CSR is communicated in the German beer market, followed by an evaluation to what extent consumers are aware of CSR campaigns in the beer industry. The next step is to examine the importance of CSR to consumers in general and in the beer market. Subsequently, the question how CSR influences buyer behaviour in the beer market is of interest and lastly, the importance of CSR in the beer market in the future shall be answered.

Comment [PW33]: Why?

Comment [PW34]: Why is it of interest?

1.3 Rationale

Awareness of and engagement in environmental issues are vast these days and studies have been conducted to investigate the impact of CSR on consumers regarding the food industry. Recent research indicates that large food retailers are increasingly keen to report their commitment to CSR (Jones, Comfort and Hillier, 2007a). A study by Binnekamp and Ingenbleek (2008) indicates that sustainability labels like Fair Trade have no spin-off effect on customers in supermarkets. Their research did not confirm that consumers perceive products and brands more negatively in the presence of a product with a sustainability label. However, consumers attach great importance to ethically labelled coffee, followed by the type of ethical label. In fact, Fair Trade labelled coffee is by far the most preferred over eco- and organic-labels (De Pelsmacker, Janssens, Sterckx and Mielants, 2005). Hence, one can draw the conclusion that the importance of CSR depends on the product category. Therefore, the purpose of this study is to investigate the impact of CSR activities on buyer behaviour in the beer market, which has not been examined yet, although the issue of CSR increases among multinational and local breweries.

Comment [PW35]: In what way?

Comment [PW36]: Good. Very interesting.

Comment [PW37]: German beer market?

In relation to this research project, the CSR concept has been narrowed down to a specific industry in a specific country, namely the beer market in Germany, and its perception by a specific stakeholder group, the consumer.

Comment [PW38]: Clear focus.

The world's largest brewery, AB InBev, is a pioneer in the area of building CSR into strategy. Moreover, the German brewery Krombacher spent €8 million on a CSR campaign. In the course of this study examples of CSR initiatives among breweries will be provided, namely those of the key beer brands in Germany in terms of sales which are therefore representative for the chosen key industry (chapter 4.1.2). The extent to which breweries have reacted to the demand of CSR and how they have implemented CSR will be outlined. Since this research can shed light on CSR in relation to a market which has not been investigated yet, the research issue is the main focus of this dissertation.

In addition, this study will contribute new findings to the CSR consumer sub-area of beer, due to the fact that it is valuable in its autonomous evaluation by means of primary data. Although, both the consumer's and breweries' relation to CSR will be examined, this study will focus on consumers and outline their attitudes towards and perceptions of CSR initiatives in the German beer market. The choice of consumers being central in this study can be justified by the fact that consumers are one major stakeholder group. Furthermore, since many breweries produce their beer in local areas in Germany, consumers as residents to production areas become even more important.

Comment [PW39]: Justification for the unit of analysis.

Based on the fact that there are various CSR definitions, the subject is not tied to specific theoretical frameworks or strict principles. Thus, another rationale for choosing this research topic is the fact that the researcher has the opportunity to put in new ideas and insights and thereby contribute to the complex CSR approach.

1.4 Layout

In order to approach the aim of this study, namely to examine the influence of CSR activities on buyer behaviour in the beer market, the study is divided into five main sections: introduction, literature review, research methodology, analysis and the final conclusion.

The literature review outlines previous research. The history of CSR, definitions and CSR as a marketing tool as well as major theoretical frameworks, studies on consumers' perception of CSR, how CSR can be built into strategy and the importance of CSR for businesses will be examined.

Within the third part, research design and methodology, the chosen philosophy, approach, strategy and analysis techniques are justified. Further, ethics and reliability and validity of the study are discussed. Subsequently, the analysis of the data about the German beer market and by means of the survey is presented.

Comment [PW40]: Chapter.

Eventually, the research questions are answered in the fifth part, the conclusion. Here, data gathered in the survey is compared with reviewed literature in order to achieve the overall research aim. Lastly, limitations to the study and future research areas are outlined.

Comment [PW41]: A clear layout of the study. This is important when it comes to guiding the reading through your project.

2 Literature Review

This section covers the literature review on CSR including essential theoretical frameworks and academic research findings. Initially, chapter 2.1 presents the history of CSR followed by a derived definition based on the history overview. Chapter 2.3 describes to what extent CSR can be used as a marketing tool, while part 2.4 outlines major CSR theories. Consumers' perception of CSR will be reviewed in chapter 2.5, followed by an analysis of the question why companies engage in CSR. Part 2.7 discusses how CSR can be built into strategy and lastly, section 2.8 presents a conclusion of the literature review.

Comment [PW42]: Nice to see an introduction to the literature review. Again, an important part of sign-posting.

2.1 History of CSR - A Variety of Definitions

Corporate social responsibility has a long and varied history. It is possible to trace evidence of the concept back for centuries. However, modern CSR has its beginnings in the 1950s, when formal writing on social responsibility was first released. During the 1960s, definitions expanded and proliferated during the 1970s. In the 1980s, some new definitions were developed and empirical research began to mature. From the 1990s on, CSR became a core construct and has never been more popular than today. This chapter gives an overview on the history of CSR and different approaches to define the concept, starting in the 1950s (Carroll, 1999).

The 1950s

In its early stages, CSR was often referred to as social responsibility (SR). Bowen's publication in 1953 "Social Responsibilities of a Businessman" is considered to be the foundation of CSR (Carroll, 1979). He argued that social responsibility of managers "refers to the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953, p. 6). Bowen's publication marks the modern and serious discussion of CSR, which is why to some minds he is the "Father of Corporate Social Responsibility" (Carroll, 1999).

Comment [PW43]: Several references now to 'Carroll, 1999.' Try to use a wide range of sources.

The 1960s

The 1960s were shaped by many attempts to formalise and state what CSR means. Davis (1960, p.70) refers to CSR as "businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest". Also, he argued that good chances of bringing long-run economic growth to a firm can be justified by socially responsible business decisions (Davis, 1960, p. 70). His view became commonly accepted in the 1970s and 80s.

However, CSR has also been seen in the provision of employment and payment of taxes only, summarised in the neo-classical view of CSR. The approach is reflected in the statement of

Friedmann (1962, cited in Moir, 2001, p. 17) "few trends would so thoroughly undermine the very foundations of our free society as the acceptance by corporate officials of a social responsibility other than to make as much money for their shareholders as they possibly can". Further development of CSR showed that only a minority of people shared this view and has not been established. Furthermore, Walton (1967, cited in Carroll, 1999, p.273) published a definition of CSR including the essential ingredient "a degree of voluntarism, as opposed to coercion, an indirect linkage of certain other voluntary organizations to the corporation." Also, companies should accept the fact that costs involved in CSR may not have measurable economic returns. It is interesting that the question has been asked in the 1960s already, since there is still no direct answer on how to measure the return on investment of CSR today.

The 1970s

In the 70s Manne argued that in practice it is difficult to distinguish a purely business expenditure, alleged for the public's good, from a real charitable intent (Manne and Wallich, 1972). Hence, the element of voluntarism is of great meaning and has been carried forward into modern definitions of CSR. However, it is impossible to distinguish between a reaction to social norms and something purely voluntary. In addition, Davis (1973, p. 313) defined CSR as follows: "Social responsibility begins where the law ends. A firm is not being socially responsible if it merely complies with the minimum requirements of the law, because this is what any good citizen would do." Votaw (1973, p. 11) articulated the concern that CSR "means something, but not always the same thing, to everybody." In addition, Preston and Post (1975) stated that there are large numbers of different and not always consistent usages of CSR. Since there have been many attempts to define CSR in the 70s, redefining them and research on CSR became popular in the 1980s.

Comment [PW44]: Year of publication?

Comment [PW45]: Although you include relevant definitions, a more critical approach could have been adopted.

The 1980s

One of the major publishers during the 1980s was Thomas M. Jones. His largest contribution was his emphasis on CSR as a process (1980). Jones argued that it is difficult to find consensus as to what constitutes CSR, so he suggested not to concentrate on the outcome of socially responsible behaviour, but on the process. In 1983 Carroll (p. 604) presented an explanation encompassing four parts: "economic, legal, ethical and voluntary or philanthropic". Carroll included voluntarism, as it became an important issue, but left out the much-valued description of CSR as a process. Hence, this explanation was not shared among the majority. Also, in the 1980s first attempts were made to understand the relation between CSR and profitability. Studies were conducted by Cochran and Wood (1984) and Aupperle, Carroll and Hatfield (1985). As a result the researcher stated that "the social orientation of an organization can be appropriately assessed through the importance it places on the three-non economic components (legal, ethical,

Comment [PW46]: Problems with Presentation / formatting.

discretionary) compared to the economic" (Aupperle, Carroll and Hatfield, 1985, p. 458).

According to this statement, a high rating of the three non-economic components and low economic importance makes a company more socially orientated than a high rating of all components. Therefore, the importance of any components should not be measured, but the impact CSR activities have on society and the environment, no matter how much money was involved or how much profit the company can make. In fact, if a company increases profit by being socially responsible, it is a win-win situation, which always is desirable. However, it is more honourable if a business engages in CSR without having economic advantages.

1990s and 2000s

The trend to search for CSR as a business case continued in the 1990s and CSR accelerated in terms of its global outreach (Carroll and Shabana, 2010). According to Prickett (2007, p. 13), managers now "worry that if their company is not seen to be making environmentally and morally aware social contributions as part of their day to day operations then they will lose their customers and risk their reputations." Already, during the 1990s CSR was coupled with strategy literature and became an important strategic issue in today's time (Moura-Leite and Padgett, 2011). However, many companies still do not know how to integrate CSR into their overall strategy (Galbreath, 2009). Also, governments and other public authorities in Europe are increasing pressure on businesses (Luetkenhorst, 2004). In addition to existing parts of CSR, sustainability became popular among businesses and a part of the CSR discussion (Carroll and Shabana, 2010). It can be said that the term has grown from social issues to a broad understanding, encompassing various aspects. However, there still is no straightforward definition. Sethi (1975, cited in Meehan et al., 2006, p. 387) even argued that "the phrase CSR has been used in so many different contexts that it has lost all meaning. [...] it has to come to mean all things to all people." Growing interest in the field and explanations by companies, government, researchers and organisations has only served to extend the array of definitions (Blowfield and Murray, 2008). Hence, there is a major request for further research in order to diminish confusion.

Figure 1 (see next page) gives an overview of the development of CSR from 1950 to today's time.

Comment [PW47]: What about including examples of companies here?

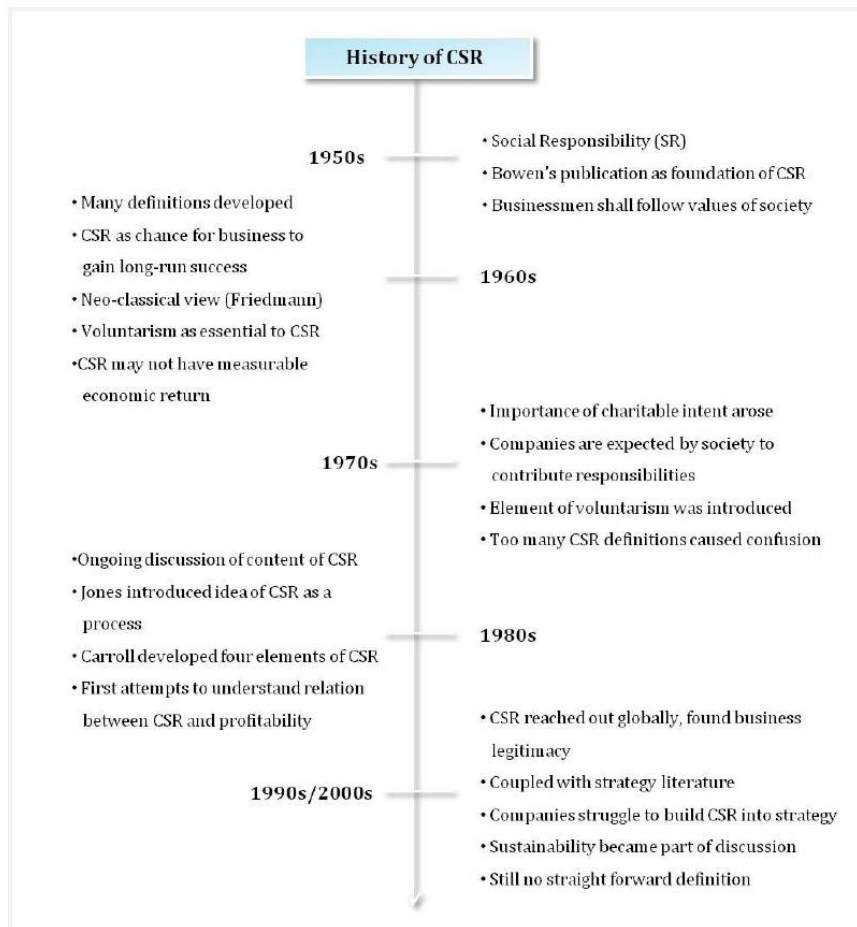


Figure 1: History of CSR
Source: Author's own work, 2012

Comment [PW48]: Well done. Presenting a chronological diagram of how CSR has developed is very interesting. In addition, it helps to break up the text within your literature review chapter.

2.2 Definition of CSR for this Research

Having presented many different approaches of defining CSR, it became apparent that there is not just one universally shared definition. For the following course of this research paper, the researcher's own explanation of CSR will be used: CSR encompasses contributions of a company to employees, customers, environment and community as much as considering ethics, sustainability and human rights. CSR is a part of a company's day to day operations, integrated into a company's overall strategy. Activities are based on a charitable intent and voluntarism. CSR does not concern economic or legal obligations but responsibilities to society and the environment beyond these obligations.

Comment [PW49]: Good to see that you have arrived at one definition, but why this definition?

2.3 Corporate Social Responsibility as a Marketing Tool

The CSR definition indicates that the term is related to other green and social issues. Research studies have identified two different ways in which CSR can be communicated, namely CC and Green Marketing. The latter is concerned with the overall protection of the environment, whereas CC focuses on societal measures, ranging from fair working conditions over the communication of charitable causes to sustainable employee management (Maignan and Ferrell, 2004). Since CSR is gaining importance, it has become a standardised marketing tool and an inevitable marketing strategy for many companies (Jones, Clarke-Hill, Comfort and Hillier, 2007b; Hildebrand, Sen and Bhattacharya, 2011). According to Jones, Comfort and Hillier (2006), CSR can build brand image and brand equity, which is why CSR, as a marketing tool, can help differentiate a company's products and positioning from competitors and thereby gaining competitive advantage (Lantos 2001; Miles and Covin, 2000; Folkes and Kamins, 1999). The following sections shed light on Green Marketing and CC and how they can be used to communicate CSR.

2.3.1 Green Marketing

The roots of Green Marketing can be traced back to the early 1970s, the wave of environmental concern. Back then, the focus was on how to alleviate environmental problems caused by local industries. One of the major differences to today's Green Marketing is the attitude towards business. Early stages of the term considered businesses as the problem, whereas today businesses are part of the solution for global problems and partnerships are formed (Paettie and Charter, 1992). Polonsky (1994, p. 2) describes Green Marketing as "all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such as that the satisfaction of these needs and wants occurs, with minimal detrimental on the natural environment." Further, Green Marketing incorporates "product modification, changes to the production process and packaging changes" (Polonsky, 1994, p. 1). But Polonsky's definition is not shared universally. In fact, there is no widely shared understanding of Green Marketing.

Hence, future research should focus on defining a clear explanation in order to avoid confusion. However, predominantly in the food industry companies have been extremely proactive in having environmental CSR initiatives (Coddington, 1993; Jones, Clarke-Hill, Comfort and Hillier, 2007b). Table 2 (see next page) illustrates the most common Green Marketing strategies.

Comment [PW50]: Good. You could have gone further here and explored why Polonsky's definition is not shared universally.

Comment [PW51]: Why is this the case? Try to avoid making a statement / claim without exploring the reasons why.

Green Marketing Measures	Characteristics
Green-/(Eco-Friendly) Products	<ul style="list-style-type: none"> ☑ Environmental and societal performance in production, use and disposal, is significantly improved and improving in comparison to conventional product offerings ☑ Absolute green products: products which improve the well-being of the environment and society ☑ Relative green products: promise to reduce the harm they have on society and environment ☑ Examples: Organic, Eco Friendly, Fair Trade
Green-/(Eco-Friendly) Labelling	<ul style="list-style-type: none"> ☑ A guide for consumers to choose products that are environmentally friendly ☑ Germany is a leader in eco labelling ☑ Independent eco labelling programmes ☑ Examples: "Blauer Engel" [Blue Angel], declaring a product consists of scrap paper; Fair Trade; Öko Test [eco-test], declaring a product is produced on an environmental friendly basis
Company Greening Measures	<ul style="list-style-type: none"> ☑ Across the supply chain ☑ Examples: Reduced transport ways
Green-/(Eco-Friendly) Packaging	<ul style="list-style-type: none"> ☑ Removal of unnecessary packaging layers ☑ Reduction of packaging: larger units sizes, sell refills, reduce thickness of packaging material, improve resource efficiency of packaging processes ☑ Reusable packaging ☑ Recycling ☑ Biodegradability ☑ Examples: German deposit system, glass vs. plastic bottles

Table 2: Green Marketing Measures

Source: Adapted from Peattie (1995), p. 27; Wasik (1996); D'Souza et al. (2006), p.164

Comment [PW52]: A nice overview of Green Marketing measures. Again, a table helps to break up the text within your literature review.

2.3.2 Corporate Citizenship

As a part of CSR, Corporate Citizenship (CC) encompasses societal obligations of businesses. Crane and Matten (2008, in Aras and Crowther, 2010) define CC as a corporate function for governing citizenship rights for individuals, including civil and social rights. It is considered as "Humanitarian CSR" or "Civic Commitment", which by mistake leads to the conclusion that CC is CSR (Lantos, 2001, p. 609; Loew, Ankele, Braun and Clausen, 2004; Sen and Bhattacharya, 2004). Although empirical studies on the influence on consumers are limited, academic research increasingly suggests CC as a strategic marketing tool (Brown and Dacin, 1997; Drumwright, 1996; Maignan and Ferrell, 2001).

Comment [PW53]: Why?

Kotler and Lee (2005) outlined the most common CC domains. Table 3 gives an overview of the six major types of CC initiatives, which are activities undertaken by corporations to support social causes and to fulfil CSR commitments.

Type of CS Initiative	Description
Cause-Related Marketing	☑ Making a contribution or donating a percentage of revenues to a specific cause based on product sales or usage
Corporate Philanthropy	☑ Making direct contributions to charity
Community Volunteering	☑ Providing volunteer services in the community
Cause Promotions	☑ Supporting social causes through promotional sponsorships
Socially Responsible Business Practices	☑ Adopting and conducting discretionary business practices and investments, supporting social causes
Corporate Social Marketing	☑ Supporting behaviour change campaigns

Table 3: Corporate Social Initiatives
Source: Adapted from Kotler and Lee (2005), p. 2

2.4 Major CSR Theories

Moving on from related CSR subjects, this part of the study introduces the main CSR models, underpinning a theoretical understanding of the topic.

The perhaps most cited framework (Blowfield, Murray, 2008) in order to understand the different aspect of CSR is offered by Carroll's CSR pyramid, developed in 1970 and revised in 1983 (figure 2 on the next page). Based on different definitions, Carroll identified four responsibilities of a business: economic, legal, ethic and philanthropic. According to the magnitude of each responsibility, Carroll adopted the proportions of a pyramid. The purpose of this model is to systemize the important aspects that must be understood to clarify the CSR concept. It can assist managers in understanding that CSR is not separate from economic performance, but one part of CSR. Therefore, "the model integrated economic concerns into a social performance framework. In addition, it places ethical and philanthropic expectations into a rational economic and legal framework" (Carroll, 1979, p. 503).

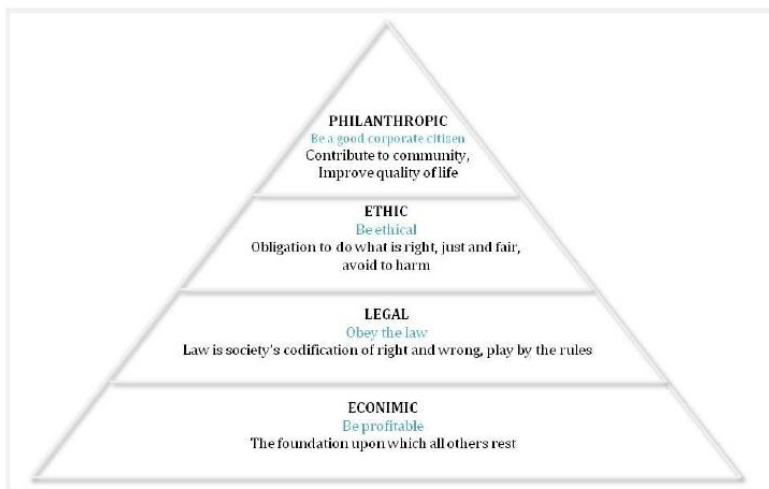


Figure 2: Carroll's CSR pyramid Source: Based on Carroll, 1983

The pyramid does give a good overview of different CSR components, but the question arises, why the economic responsibility is not based on legal aspects? It can be argued that obeying the law is the fundament and within this scope, economic growth can be achieved. Further, there is the question whether the proportions of the model might be dated. Especially since the establishment of Fair Trade, which allows companies to operate in a fair manner, improve quality of life within the supply chain and be profitable by selling Fair Trade products. Hence, the stages of the pyramid would be: Legal Ethic, Philanthropic, Economic.

Comment [PW54]: Well done. Good to see a critical approach adopted rather than simply describing Carroll's CSR pyramid. It's important to make sure that your literature review is not too list like.

Numerous other models to describe and explain CSR have been developed. Preston and Post (1975) for example, emphasised the organisation's broader engagement in shaping and delivering public policy commitments. Further, Ackermann and Bauer (1976) stressed the development of internal management processes for effecting social responsiveness. The idea is to make organisations more flexible in responding to external changes in the social environment (Meehan et al., 2006). Due to limited scope of this research, those theories cannot be explained in detail. However, their main criticism is about their normative and descriptive nature and that they fail to provide guidance or tools on how to cope with responsibilities (Meehan et al., 2006). Thus, Meehan (2006) et al. developed the 3C-SR model (figure 3, see next page). The model is based on three components: ethical and social *commitment*, *connections* with partners in the value network and *consistency* of behaviour over time to build trust (see table 4, next page).

Comment [PW55]: Ok, but these are rather dated sources. What about more contemporary models?

Element	Description
Ethical and social <i>commitment</i>	<ul style="list-style-type: none"> ☐ Values and social resources ☐ Mission, strategic objectives, corporate culture ☐ Based on Carroll's legal, ethical and economic aspect
<i>Connections</i> with partners in value network	<ul style="list-style-type: none"> ☐ Establishing networks with suppliers, stakeholder and customers ☐ Create value ☐ Company will fail if there are no shared values among network
<i>Consistency</i> of behaviour	<ul style="list-style-type: none"> ☐ Behave according to commitments over time across all facets of a company's businesses

Table 4: Components of 3C-SR model

Source: Adapted from Meehan et al. 2006

Comment [PW56]: Good to see that you are clearly referencing your figures and tables in the main text.

Further, the model suggests that there are weaknesses within every element, which can cause failure. However, if all parts of the 3C-SR model work together effectively, the organisation can establish a successful CSR strategy.

While the model is plausible, it is hardly achievable in reality, as the requirements in theory are high. In order to create value through networking, a company has to have long-term relationships with all its partners in order to grow trust and commitment. Moreover, there needs to be a consensus among all participants regarding values and considering the number of stakeholders for a multinational company, there are clear difficulties.

Comment [PW57]: Again, good to see an example of a critical approach.

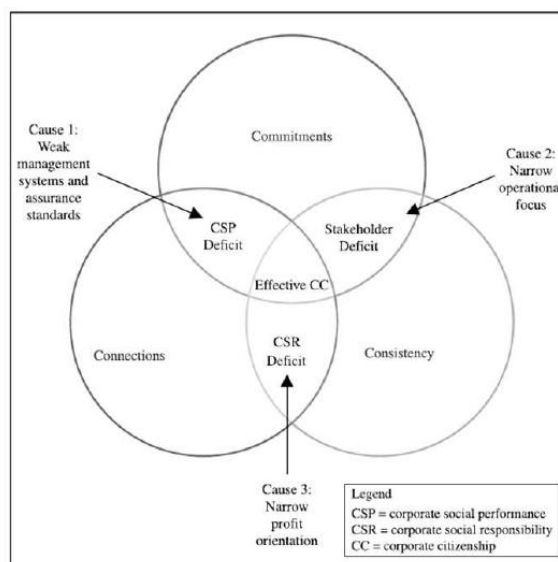


Figure 3: 3C-SR model
Source: Meehan et al., 2006

2.5 How Consumers Perceive CSR

The previous sections of this research paper presented a basic understanding of the subject, building the foundation to examine the specific question how consumers perceive CSR and to what extent it influences buyer behaviour.

Comment [PW58]: Research project.

Some researchers (Boulstridge and Carrigan, 2000) believe that there is no significant link between CSR and buyer behaviour. According to them, other factors such as price and quality often take precedence as related to purchase intentions. On the contrary it is argued that CSR initiatives have a great impact on purchase behaviour (Creyer and Ross, 1997; Mohr, Webb and Harris, 2001; Sen and Bhattacharya, 2001).

Comment [PW59]: You could have gone into greater detail here. How were these studies conducted? For example, what type of methodological approach did each author(s) adopt.

Comment [PW60]: Why?

A study by Pelozo and Green (2011) on how consumers perceive CSR revealed three forms of customer value: social, functional and emotional. The results show that consumers attach low priority on product features delivering *emotional* value. CSR is perceived as an extra bonus but won't convince consumers to buy one product rather than another unless negative CSR activities are reported. *Social* value refers to the effect that consumers buy a particular product loaded with CSR attributes in order to belong to a community or to feel enhancement in the eyes of others. Further, by using CSR products, consumers can ensure to meet social norms and community standards. However, the leading driver behind integrating CSR in a buying decision is *functional* value. When consumers experience a direct advantage like fuel efficiency or better taste, e.g. based on organic food, the importance of CSR increases. The study shows that CSR is of interest for consumers but the influence on buying decisions is rather low. According to the informants, social and functional values are more relevant than emotions.

Nevertheless, there are consumers whose behaviour is not mainly influenced by price and quality, but consider additional criteria of ethical nature, so they are called ethical consumers (Harrison, Newholm and Shaw, 2005; Straughan and Roberts, 1999). Elkington and Hailes define an ethical consumer as follows:

"[The ethical consumer] avoids products that are likely to endanger the health of the consumer or others; cause significant damage to the environment during manufacture, use or disposal; consume a disproportionate amount of energy; cause unnecessary waste; use materials derived from threatened species or environments; involve unnecessary use - or cruelty to animals; adversely affect other countries." (1989, cited in Strong, 1996, p. 5)

Furthermore, the ethical consumer is well-informed about social and environmental issues. They demand fair products and expect retailers to comply with the ethical claims they are publishing (Charter and Oxfam, 1992 cited in Strong, 1996).

Comment [PW61]: Do you agree? A more critical approach could have been adopted here.

Various studies (Straughan and Roberts, 1999; Schmeltz, 2011) argue that certain demographic characteristics come along with ethical consumerism. Regarding age, research suggests that young consumers are more likely to be concerned about ethical issues. Another hypothesis claims that a high level of education is positively correlated with environmental concerns and behaviour. In addition, women are believed to deal with ethical issues more seriously, whereas findings between the relationship of the income level and ethical consumerism are ambiguous. Ultimately, it is confirmed that the actual willingness to purchase green products depends on a high level of income, while there is no correlation between high income and the overall ethical consumer awareness (Van Liere and Dulap, 1981 cited in Straughan and Roberts, 1999; Kassarian, 1971 in Straughan and Roberts, 1999).

Whatever value consumers perceive or which variables influence buyer behaviour regarding CSR, Mohr, Webb and Harris (2001) point out that a prerequisite for consumers' buying patterns is their awareness of company social responsibility activities. Moreover, according to Sen and Bhattacharya (2001) the influence of CSR on buyer behaviour is only significant if consumers show high interest in a firm's CSR engagement. Hence, there is the need for companies to communicate their CSR initiatives.

However, there is a vast difference between businesses' actual CSR efforts and the communication of these (Sen and Bhattacharya, 2004). Thus, consumers are either partially aware or not aware at all of a company's CSR engagement. The lack of awareness can lead to sceptical views on CSR and reserved consumer reactions, although there is an increasing interest in CSR among consumers (Schmeltz, 2011; Creyer and Ross, 1997). Since it can be impossible for consumers to control CSR initiatives, being sceptical is a natural result. Mohr and Webb (2001) argue that consumers tend to cast doubt towards companies that communicate CSR activities, whereas Berens and van Rekom (2008 cited in Schmeltz, 2011) claim consumers express scepticism when CSR campaigns are reserved. In this context, the issue of "green washing" is worth mentioning. The term describes outwardly environmentally conscientious acts, which actually pursue profit increase. It means that significantly more money is used to advertise "being green" than spending resources contribute to the environment or society (Westervelt, 1986 in Swain, 2011). Especially in the 1980s, many companies have been accused of "green washing" and not placing their "environmentally friendly" products in a convincing way on the market (Ottmann, 1998). Hence, it is not surprising that consumers are sceptical. In order to overcome those doubts, it is argued that the greater the variety of CSR initiatives and the higher they fit to the company's core business, the lower the level of scepticism will be (Becker-Olsen, Cudmore and Hill, 2006).

Comment [PW62]: Why?

This argument is one reason, why companies should engage in CSR. The following part will discuss the question more detailed.

Comment [PW63]: In more detail.

2.6 Why Companies Engage in CSR

According to Ernst and Young (2006, cited in Jones, Comfort and Hillier, 2007b) there are five key drives influencing the increasing business focus on CSR. Namely, greater stakeholder awareness of corporate ethical, social and environmental behaviour, direct stakeholder and investor pressure, peer pressure and an increased sense of social responsibility (figure 4).



Figure 4: Key drivers influencing business focus in CSR

Source: Author's own work, based on Ernst and Young, 2006

Comment [PW64]: Good.

Bevan et al. (2004, cited in Jones, Comfort and Hillier, 2007b) argue that there are several benefits of CSR for a company which help in differentiating the firm's products and image. Regarding the internal side, differentiation can lead to increased staff commitment and the firm's growing capacity to innovate. Further benefits are improved financial performance and profitability, reduced operating costs, resulting in long-term sustainability for the company and its employees. Externally, CSR engagement supports good relations with government, organisations and communities, improves reputation and leads to a closer relationship with customers and better understanding of their expectations.

In contrast, Coors and Winegarden (2005, p. 10) claim that CSR is "nothing more than corporate advertising that makes consumers aware of new products and features for which they are willing to pay". In addition, they argue that companies engaging in CSR will come at the cost of profits, while profit-maximising companies can reinvest and grow. Following Coors' and Weingarden's thoughts, businesses, focusing on CSR rather than profits, will fail which leads to unemployment, less economic activity and higher prices for consumers. Hence, the researchers suggest for companies to concentrate on profit-maximisation and to leave the decision to donate money for charity to employers, stakeholders and consumers.

Further, they state that consumers should bear the burden of a conscience, not businesses. In addition, Coor and Weingarden name companies, such as Starbucks, which invest in CSR, not because they

Comment [PW65]: Formatting?

¹Starbucks invests in ethically sourced coffee, recyclable cups and community service projects (Starbucks, Global Responsibility Report 2011); Starbucks is ranked #36 among the 50 Best Global Green Brands (Interbrand Best Global Green Brands 2012)

want to do good for society and the environment, but in order to increase profit, market share and to improve their brand image. "The firm is still trying to maximize profits [...]. It does not mean that the firm's corporate behavior has somehow been "reshaped" as the CSR literature would have you believe" (Coor and Weingarden, 2005, p.11). There is a clear contradictory in the statements of Coors and Weingarden, on the one hand they argue that a company engaging in CSR activities cannot compete with profit-maximizing companies, on the other hand they name successful businesses which are famous for their CSR activities. However, the quintessence of their work is that businesses, putting effort in CSR, do not really care about society and the environment, but want to maximise their profit.

Comment [PW66]: Nice. Pleasing to see a critical approach adopted.

The Stakeholder Model

Another reason why companies should engage in CSR is given by the stakeholder theory. The theory argues that companies should aim towards economic and non-economic goals by considering various stakeholders (Freeman 1984; Pirsch, Gupta and Grau, 2007). Some researchers (Wood, 1991 cited in Freeman et al., 2010; Jones, 1994 cited in Pirsch, Gupta and Grau, 2007, p. 32) claim that CSR is challenging the purpose of a firm and thus, leading to an increasing shift from the profit-maximising shareholder view to a more social view.

Freeman (1984, p.64) describes a stakeholder as "any group or individual who can affect or is affected by the achievement of the organization's objectives". Potential stakeholders of a firm are illustrated in figure 5.



Figure 5: Stakeholder Model
Source: Adapted from Fassin, 2009, p. 115

In summary, the stakeholder theory helps determining the stakeholder group a company should be most responsible to. Hence, when developing an overall CSR strategy, this model should be elementary for every company (Pirsch, Gupta and Grau, 2007).

Speaking of CSR and strategy, the next chapter presents an approach how to build CSR into strategy.

2.7 Building CSR into Strategy

Based on the previous chapter it becomes clear, that it is essential for a company to build CSR into strategy in order to be trustworthy and reliable. In addition, addressing social expectations is an important consideration for competitive success (Hirschland, 2005 cited in Galbreath, 2009). Typical approaches to CSR range from corporate codes of ethics, triple bottom line reports to the launch of public relations campaigns that highlight a given socially responsible "act" (Vyakarnam, 1992; Weaver et al, 1999 cited in Galbreath, 2009). However, according to Davis (2005), those approaches are too disconnected from strategy. Strategy means to develop an understanding for and addressing issues that have an impact on a firm's ability to achieve its mission: Produce products and services to meet the needs of the market through effective resource configuration, in order to build and sustain competitive advantage (Galbreath, 2009). Further, "strategy serves a foundation for a business firm's creation, while establishing its positioning in the market, its competitiveness and its on-going existence. To achieve these aspects, planning is required in order to craft or formulate and renew or change strategy as conditions warrant" (Andrews, 1971; Steiner, 1979; Mintzberg, 1987 cited in Galbreath, 2009, p. 113). Galbreath (2009) argues that planning takes place within six strategy dimensions (see figure 6 and table 5, on the next page).



Figure 6: CSR in the context of strategy
Source: Galbreath, 2009, p. 113

Dimension	Explanation
Firm Mission	<ul style="list-style-type: none"> ☐ Declaration of fundamental purpose ☐ CSR should be strategized in the context of what the firm is trying to achieve ☐ Take stakeholder, industry and competitors into consideration ☐ Find a balance between the mission and the level of CSR activities ☐ Imbalance can lead to being spread too thin between economic charter and social responsibilities ☐ Raising concerns about long-term viability
Strategic Issues	<ul style="list-style-type: none"> ☐ Understanding the environment and its implications for the firm ☐ Internal and external issues are important ☐ For an issue to be strategic: it must be a forthcoming development at a level of importance such as that the issue can significantly impact a firm's ability to meet objectives ☐ Disclose early signals of unmet social needs ☐ Explore future scenarios
Markets	<ul style="list-style-type: none"> ☐ Address specific target markets ☐ Evaluations of each market ☐ Regarding CSR social dynamic variables, changes of societal expectations, help to understand characteristics of target market
Customer Needs	<ul style="list-style-type: none"> ☐ Purpose of a company is to create value for customers ☐ Create value through market innovation and market orientation ☐ Market orientation: corporate performance through implemented marketing concepts, superior value for customers can only be designed by meeting current and latent needs ☐ Market innovation: result of offerings
Resources	<ul style="list-style-type: none"> ☐ Can either be tangible or intangible ☐ Match internal resources with the changing external environment ☐ Aim: enhances organisational performance over time
Competitive Advantage	<ul style="list-style-type: none"> ☐ How a firm will compete so as to earn and sustain superior performance ☐ Costs and differentiation position: gain competitive advantage by producing a product at lower unit costs than competitors or offer differentiated products for which consumers are willing to pay more ☐ Regarding CSR: capture a market aimed at unmet social needs and issues ☐ Resource-based view: create socially complex resources that are difficult to imitate and pass through critical time-dependent stages ☐ Regarding CSR: demonstrate responsible management practices with the firm's stakeholders in order to gain their trust

Table 5: Six dimensions how to build CSR into strategy
Source: Based on Galbreath, 2009

Galbreath's model (2009) aims to illustrate how CSR can be fully integrated into a company's strategy and does not suggest what steps firms should take to formulate strategy. He argues that in order to understand CSR strategically, unmet social needs and social issues, as well as the responsibilities firms assume toward society, need to be considered individually and corporately. Further, CSR can contribute to good management practice economic benefits and social welfare.

Comment [PW67]: Why?

The presented model illustrates an approach how to incorporate CSR on a sustainable and holistically basis into strategy among all industries. Especially, since many companies struggle to build CSR into strategy, this model can be very useful. Yet, there is no evidence that the model contributes to a successful CSR approach. It would be interesting for future research to focus on how the model can be integrated in practice and whether it leads to a successful CSR strategy.

Comment [PW68]: Good. Although you could have examined the model in greater depth.

2.8 Conclusion

The literature review indicated that there are many different approaches to define CSR, but no clear definition. Nevertheless, the main aspects have been revealed, namely a company's voluntary contributions to society and the environment which go beyond legal obligations. Also, the relationship between Green Marketing, Corporate Citizenship and CSR was discussed. It became clear that Green Marketing and CC are parts of CSR and used as marketing tools in order to communicate CSR. Furthermore, main theories of the concept were illustrated and consumers' perception of CSR was discussed. Here, research findings are contradictory, as some studies argue consumers are influenced by CSR and others claim there is no relation. However, consumers are interested in the subject, but the influence on their buyer behaviour is rather low. Lastly, the importance of CSR from a company's perspective was examined and led to the result that due to increasing stakeholder pressure, businesses engage in CSR. Galbreath's model to build CSR into strategy, provides a guideline, but there is no evidence that it leads to success.

Comment [PW69]: 'Summary'

Comment [PW70]: Good.

Comment [PW71]: Which ones? You could have cited the key studies/author(s) in your summary.

Comment [PW72]: Year?

Comment [PW73]: Your summary is missing a clear 'link' to your own study. For example, which theories will you be using for your research?

3 Research Design and Methodology

This part of the study provides a plan of the action for the research project by specifying methods and procedures for collecting and analysing the information necessary to answer the research questions. Research design and methodology create a general plan of how researchers attempt to address their research questions as effectively as possible (Saunders, Lewis and Thornhill, 2009). The chapter is based on the research onion, suggested by Saunders, Lewis and Thornhill (2009, p.108), illustrated in figure 7 and will peel away layer by layer. Also, ethics as well as reliability and validity of this study are outlined.

Comment [PW74]: Introduction.

Comment [PW75]: Why the Research Onion?

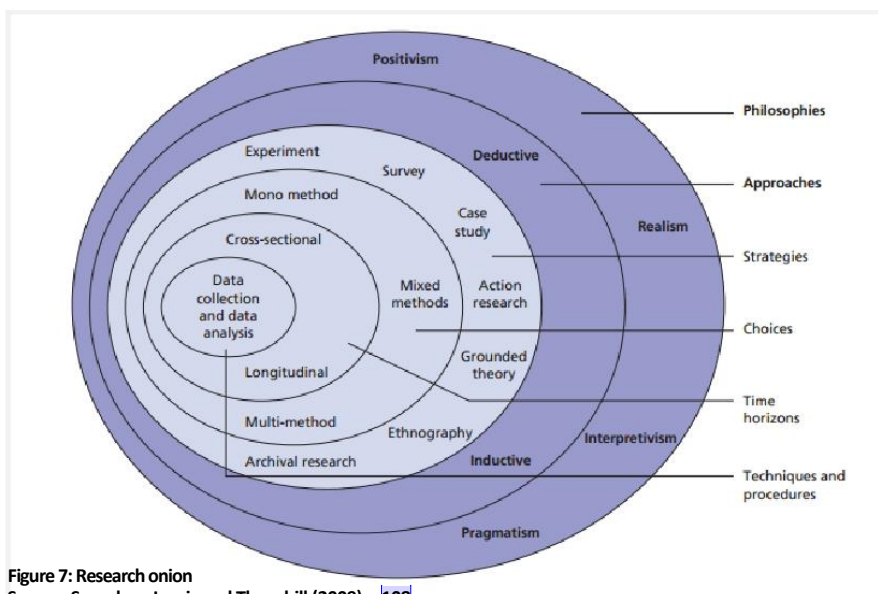


Figure 7: Research onion
Source: Saunders, Lewis and Thornhill (2009) p.108

Comment [PW76]: You could have applied the Research Onion to your own study. For example, which element from each layer will apply to your project.

3.1 Research Philosophy

The first layer of the research onion focuses on research philosophy. There are four different approaches: positivism, realism, interpretivism and pragmatism correlating with different ways of how to think about research philosophies, namely ontology, epistemology and axiology, explained in figure 8 (see next page). As the way of thinking about research philosophy influences the way in which one thinks about the research process, it is necessary to focus on the three different approaches (Saunders, Lewis and Thornhill, 2009).

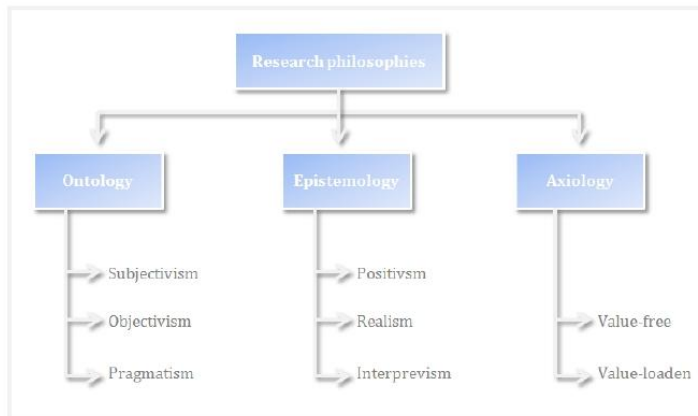


Figure 8: Ways to think about research philosophies
Source: Adapted from Saunders et al. 2009

Ontology "is a branch of philosophy which is concerned with the nature of social phenomena as entities [...] [and] raises the question of assumptions researchers have about the way the world operates and the commitment held to particular views" (Saunders, Lewis and Thornhill, 2007, p.108, 121). From an ontological perspective this paper is based on the subjectivist assumption that reality is a social construct meaning that individuals can only seek understanding of the world in which they live in by examining the perceptions of social actors (Creswell, 2003). Thus, it is considered that individuals may place different interpretations on situations. Also, personal background and experiences are likely to influence the researcher's interpretation. Consequently, it is crucial to study "the details of the situation to understand the reality or perhaps a reality working behind them" (Remenyi, 1998 cited in Saunders, Lewis and Thornhill, 2007, p. 108).

Comment [PW77]: Project.

Comment [PW78]: Why?

Epistemology concerns what constitutes acceptable knowledge. The interpretivist approach claims that feelings and meanings are more important, while realism and positivism argue to put emphasis on data. Since the social business world is far too complex to be reduced to law-like generalisations, realism and positivism are rejected by the researcher. Scott and Morrison (2006) suggest that humans interpret and assign meanings to a situation and act accordingly, so in accordance with subjectivist ontology, interpretivist epistemology refers to individuals as social actors. Acknowledging these assumptions ask the researcher to adopt an empathetic stand in order to understand the point of view of the research subjects (Saunders, Lewis and Thornhill, 2009). Consequently, one has to accept that business situations are unique, resulting in low repeatability and low generalisability. However, both are not imperative to interpretivism (Creswell, 2003).

Comment [PW79]: Other sources?

Comment [PW80]: Why not?

Axiology studies judgements about value. This view of philosophy assesses how values are incorporated in a study and which impact they have not only on the research topic or philosophical approach, but on the credibility of the findings.

The author has to be aware of the fact that value judgements may lead to conclusions which can be different from those drawn by other researchers with other values (Saunders, Lewis and Thornhill, 2007).

3.2 Research Approach

The second layer of the research onion focuses on the research approach, namely deductive or inductive. Using a deductive approach, the researcher develops a theory and hypothesis and designs a research strategy to test the hypothesis. An inductive approach on the contrary would collect data and develop a theory as a result of the data analysis. Regarding the proposed research topic, an inductive strategy is suitable. The focus lies on a specific market, which means that the "observation of empirical reality [...] is referred to as moving from the specific to the general" (Collis and Hussey, 2003). It allows flexibility and a less structured approach. On the downside, this strategy is highly limited in its replications, as it is based on qualitative data and requires more time than a deductive approach.

A deductive method is advisable if there already is a wealth of literature on the topic in order to define a theoretical framework from. Since lots of data and theories about CSR and exist already, a combined approach has been chosen. Moreover, deduction is likely to produce replicable data. In this case, theories move from the general to the particular (Collis and Hussey, 2003).

By employing both approaches the researcher aims to get a better picture of the situation with both qualitative and quantitative data gathered in a survey which will increase reliability and generalisability.

Comment [PW81]: This is a rather brief justification. You could have gone into greater depth here, perhaps citing other/similar studies that have adopted the same approach.

3.3 Research Strategy

There are three main types of studies: exploratory, descriptive or explanatory. An exploratory study focuses on finding out what is happening and to seek new insights, while a descriptive research aims to portray an accurate profile of events, situations or people (Robson, 2002 cited in Saunders, Lewis and Thornhill, 2007). As the aim of this research is to explain the relationship between variables (CSR and buyer behaviour) the result will be an explanatory study.

As mentioned before, a deductive approach will be used in this research, as well as induction. From a deductive point of view a survey, distributed through the internet, among beer consumers will be used to "collect data of a large amount [...] from a sizeable population in a highly economical way" (Saunders, Lewis and Thornhill, 2007, p. 138). Thus, findings represent a whole population at low costs, if the sample size is big enough and the samples are not biased. Due to a restricted time frame and word limit for this study, it has been decided to gather qualitative data in the survey also, instead of conducting focus groups. Qualitative data allows to follow up quantitative research and puts those findings in a context and understand the "how" and "why" of an issue. Although freely flowing and open discussions within focus groups would enhance reliability and viability of the collected data, gathering

Comment [PW82]: You could have consulted a much wider range of research methods sources.

qualitative data with the help of the survey is an appropriate alternative. A disadvantage of qualitative research is analysing the data as it is difficult and time consuming (Saunders, Lewis and Thornhill, 2007). However, the researcher is convinced that employing a survey to gather qualitative and quantitative data will strengthen the study and its quality than either design could do on its own.

As related to this study, both approaches will be embedded in a case study and time-based cross-sectional design (Hair, Money, Samouel and Page, 2007; Bryman and Bell, 2007). According to Yin (2003, p.13) a case study design is "a case in an empirical enquiry that investigates a contemporary phenomenon within its real-life context, especially when boundaries between phenomenon and context are not clearly evident." In this case, the real-life context are consumers, reacting in a particular but unpredictable way to CSR initiatives in the beer market, which can be considered as the contemporary phenomenon.

Comment [PW83]: Why?

A case study design is very flexible as it can be divided into a scope: either single case or multiple case design. Further, the method of analysis can be holistic or an embedded analysis. Subsequently, four different case study approaches are possible (Ghauri and Grønhaug, 2005). This research focuses on the influence of CSR on buyer behaviour and consumer perception in the German beer market thus, representing a single case design (Yin, 2003, in Saunders et al., 2007). Also, the study aims to provide useful insights into the specific industry and country, which may also lead to further, in depth research on this topic. Regarding the method of analysis, a holistic approach means the given case will be examined as one single unit, setting clear boundaries to the research. By means of this study, the unit of analysis will be German buyers' behaviour and reactions to CSR initiatives in the beer market.

Comment [PW84]: Well done. It's important to make clear what your unit(s) of analysis will be when doing case study research.

3.4 Research Choice

The next layer of the research onion describes the research choice. Figure 9(see next page) illustrates researchers' choices with their main difference between mono methods, using single data collection technique, or multiple methods, using more than one. Having stated that a combination of qualitative and quantitative data collection techniques will be used, the research project is based on mixed-methods (Saunders, Lewis and Thornhill, 2009). The survey will be conducted to gather both qualitative and quantitative data and secondary data will be used also in this research paper.

Comment [PW85]: Again, a wider range of sources could have been consulted.

Comment [PW86]: Why?

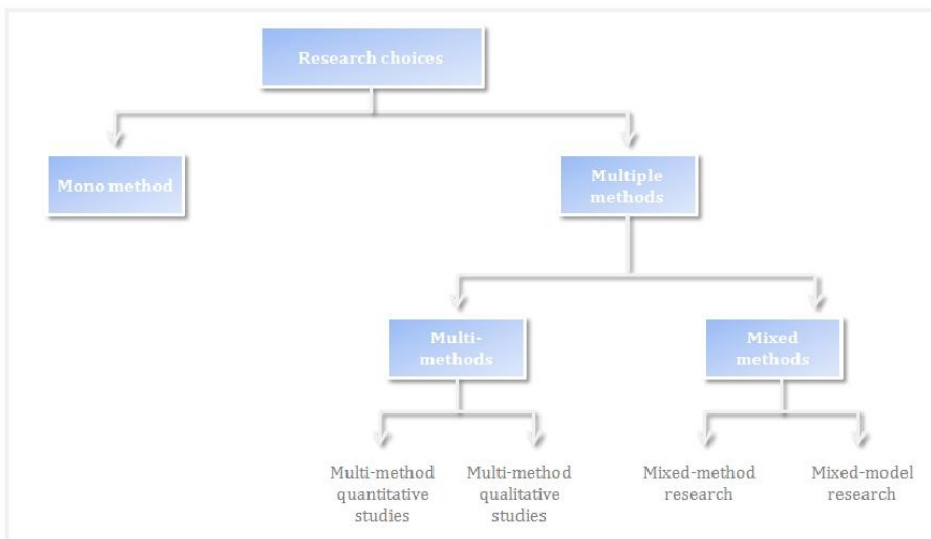


Figure 9: Research choices
Source: Saunders, Lewis and Thornhill, 2007, p. 146

Also, mixed-method research is appropriate to fulfil the purpose of different stages in the research. Quantitative methods are suitable for an explanatory study, while qualitative data address exploratory issues. Thus, a collection of empirical generalisable data and a comprehensive understanding of the phenomenon are ensured. However, as the research is based on a specific market in a particular region, the results are limited in their generality.

Therefore, the purpose of this research is not to produce results that can be applied to other industries but to explain the issue with CSR regarding a particular market.

Comment [PW87]: Good to see clarification here.

Moreover, engaging in several methods means that one can help to overcome weaknesses of another. In this case, quantitative data can increase generalisability (within the scope of a unique case) of qualitative data since it is likely to be more reliable. On the contrary, qualitative data enhances the comprehensive understanding of the research subject (Saunders, Lewis and Thornhill, 2007).

Comment [PW88]: Other sources?

3.5 Time Horizon

Concerning the time frame of a research project, it can either be a longitudinal or cross-sectional design. Since a longitudinal design can take up to years, this type of research has been excluded due to the time restriction of six months for this study. Hence, a cross-sectional design has been chosen. It allows a collection of information from a sample of a chosen group at only a certain point in time. Often, this type of research is referred to as survey design. A cross-sectional design can be completed in a few months, which is why it is less time-consuming and less expensive (Wilson, 2010; Bryman and Bell, 2007).

3.6 Techniques and Procedure

The research onion core refers to data collection and data analysis. With respect to this study, data will be collected through secondary and primary data, as using multiple sources increases reliability and validity of the research outcome. First, this part will describe how primary data has been collected and analysed. Eventually, techniques and procedure regarding secondary data will be described.

3.6.1 Primary Data - Survey

The collection of primary data can help, if the research objectives of a study cannot be achieved based on secondary data. In case of contemporary business topics, which have not been researched thoroughly yet, secondary data often appears to be too general or not available (Hair et al., 2011; Ghauri and Grønhaug, 2005). Since both aspects apply to this study, conducting primary data, namely in terms of a survey, is necessary to meet the research aim.

A survey is a "method of collecting primary data based on communication with a representative sample of individuals" (Zikmund and Babin, 2007, p. 186). Further, it allows "a collection of a large amount of data from a sizeable population in a highly economical way" (Saunders, Lewis and Thornhill, 2009, p. 144). Depending on the applied question types, a survey can conduct qualitative and quantitative data (Zikmund and Babin, 2007). As mentioned earlier, for this study both data types were needed.

In order to analyse the collected data by statistics, the qualitative information needs to be coded. Therefore, patterns have to be identified, which are categorised into codes to describe the data (Corbin and Strauss, 2008). Hence, quantitative and qualitative data can be analysed by statistics with reference to existing literature and theoretical background to underpin the research project. In addition, the results can be compared to prior findings.

In this study, the type of an online questionnaire is used, also referred to as self-administered, because an internet based survey demands fewer resources in term of time and money. The survey is delivered to the recipients immediately as well as their responses. Besides, the response rate for online surveys is higher than for other survey methods, although the response rate depends on the level of personalisation. Meaning, an invitation to a closed group to participate in the survey underlines the respondents' importance, the response rate will most likely be high (Ilieva, Baron and Hailey, 2002). Moreover, participants are likely to answer more honestly and sincere, thus providing the researcher with more insightful information, as nobody else needs to be present to answer the questions and data is conducted anonymously, so there is less pressure on respondents to answer in a socially desirable way (Saunders, Lewis and Thornhill, 2009).

Design of the Survey

Regarding the design of the survey, the questionnaire has been structured in a logical manner, meaning that every section was based on a certain topic, starting with general knowledge of and interest in CSR to more specific questions concerning CSR in the beer market. The online software "SoSci Survey" was used to design the questionnaire and enabled the researcher to run a pretest. Once the survey had been developed, ten people were asked to test the questionnaire in terms of length, comprehensibility and whether it is interesting to take part. According to their comments, the researcher adjusted the questions and the survey's design, resulting in the final structure, presented in table 6.

Construct	Questions/Content
Covering letter	☐ Introducing researcher
	☐ Explaining purpose of the study
	☐ Encouraging people to participate indicating that participants have to be above the legal drinking age and should consume beer at least from time to time
Filter questions	☐ Ensuring that only people above the legal drinking age and beer consumers take part
Knowledge of CSR	☐ Do participants know about CSR, what do they know?
Presented definition of CSR	☐ Explanation of CSR, for those who are not aware of the term
Awareness of CSR in general	☐ Do they know certain companies in relation to positive and negative CSR
Impact on CSR initiatives in general	☐ What CSR elements are important to the respondents
	☐ What is the participants opinion on CSR
Beer market	☐ Favourite beer brands
CSR and the beer market	☐ Do participants know CSR campaigns, is CSR in the beer market important to them
Buyer behaviour regarding beer	☐ What influences their buyer behaviour
Evaluation of (CSR) campaigns in the beer market	☐ Which aspects are important regarding beer
	☐ Presentation of beer advertisement, some loaded with CSR others are conventional
Demographics	☐ Age
	☐ Gender
Thank you note/Comments	☐ Thanking for participation
	☐ Presenting researcher's contact details and text box to comments on the survey

Table 6: Structure of survey
Source: Author's own work, 2012

Comment [PW89]: Good.

Question Types

The online software which was used to create the survey encompasses various types of questions. Thus, the study includes several question types such as closed, open-ended, multiple choice and rank order questions as well as semantic differential scales (Wilson, 2010; Kent, 2007).

Comment [PW90]: Such as?

The following part presents an example of each question type from the survey. The full questionnaire as an English version can be found in Appendix D of this study.

Comment [PW91]: Good. It is important to tell the reader the type of questions used for your data collection. In addition, a diagram of the data collection process and analysis would make a useful feature.

Closed Questions

Where a straight forward answer is required, a closed question has been used (figure 10). Usually the answers include "yes", "no" or "I don't know". The latter answer is especially important to suggest that "I don't know" is of equal meaning compared to "yes" and "no", in order not to force somebody, who is indecisive, to make a decision. Moreover, reliability increases.



Figure 10: Example of closed question
Source: Author's own work, 2012

Open-ended Questions

In order to allow respondents to answer the question in their own words and to avoid prejudging responses with set-choice answers, the questionnaire included open-ended questions (figure 11). Hence, the researcher gets a better insight why people behave or think in a certain way (Kent, 2007).



Figure 11: Example of open-ended question
Source: Author's own work, 2012

Multiple Choice Questions

This question type allows respondents to tick as many answers as apply to them. Figure 12 illustrates a combination of both closed and open-ended answer choices, allowing all responses (Kent, 2007).

35% completed

8. Which of the companies/brands do you think of in terms of good CSR?

Radeberger AB InBev

Schlecker Becks

Shell Hasseröder

Krombacher BMW

dm Starbucks

Lidl None of those mentioned here

Edeka Other:

Back Next

Anneka Haak, Lord Ashcroft Business School, Anglia Ruskin University

Figure 12: Example of multiple choice question
Source: Author's own work, 2012

Rank Order Questions

Rank order questions were used in order for respondents to rank the importance of CSR elements and product attributes regarding beer buyer behaviour. The latter is illustrated in figure 13.

55% completed

14. When buying a beer in a supermarket which product attributes are most important to you?
Please rank the following attributes. 1 being most important, 4 being least important.
To put them in order, drag one element after the other on the appropriate number.

Price Brand

Taste CSR activities

1

2

3

4

Back Next

Anneka Haak, Lord Ashcroft Business School, Anglia Ruskin University

Figure 13: Example of rank order question
Source: Author's own work, 2012

Semantic differential scales

A type of scaling technique that allows the measurement of a consumer's attitude is the semantic differential scale. On two extreme points of the scale there are bipolar adjectival words or phrases placed in order to show how strongly a respondent holds an attitude (Wilson, 2010). In this study they were used for participants to evaluate advertisements (figure 14). The scale encompasses five levels to enable the respondent to indicate a "neither nor" answer by ticking the middle box.

22. Please rate the ad according to the categories below

First impression on the ad: negative	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	positive	<input type="radio"/>
Trustworthiness of the ad: unreliable	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	reliable	<input type="radio"/>
Activating to buy the product: high	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	low	<input type="radio"/>
Attitude toward the brand: negative	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	positive	<input type="radio"/>

I don't know

Back Next

82% completed

Figure 14: Example of semantic differential scale. Source: Author's own work, 2012

Sampling

Sampling means to "make inferences about a population or make generalisations about existing theory" (Wilson, 2010, p. 191). Hence, in order for the researcher to analyse one particular case, the target population, which is significant for the study, has to be defined. The research objectives constitute a guideline for defining the target population (Hair et al., 2011).

By means of this research project, the target population are German consumers who drink beer at least once in a while and who are above the legal drinking age. In other words, the characteristics of age, nationality and consumer habits are significant. A predefined sampling unit will be drawn from the chosen target population. The objective in selecting the target population is to provide a snapshot of the perception and attitudes of the target group regarding CSR initiatives in the German beer market.

Subsequently to defining the target population the researcher has to decide upon the sampling technique. This study follows a non-probability sampling approach, meaning that "the selection of sampling units is made by the researcher using his or her own judgement" (Kent, 2007, p. 230). This approach is appropriate for this study, since it is exploratory and aims to generalise ideas on a social phenomenon (Kent, 2007).

Comment [PW92]: How does this apply to your study?

Comment [PW93]: How many times exactly?

Comment [PW94]: Good to see justification for the chosen sampling technique.

Within the non-probability sampling techniques quota, convenience and snowball sampling techniques are used to generate respondents. Quota sampling means that participants are chosen on a basis of predetermined criteria. Regarding this study the criteria are age, consumer habits and nationality. Convenience sampling refers to an easy accessibility of respondents. Hence for this study, the researcher contacted friends, colleagues and family asking to participate in the survey. Snowball sampling means that initial respondents are asked to help identify and encourage other potential participants who match the target population to take part. By means of this research, participants were invited to the survey on facebook and via email and asked to distribute the URL of the survey within their network. By distributing the URL, a larger sample size unit can be achieved, ensuring the conducted data to be generalisable (Wilson, 2010; Kent, 2007).

The sample size was kept small, due to funding and time constraints. However, it is generally assumed that a research project based on an interpretivist approach which pursues a homogenous target population, allows a small sample size (Wilson, 2010). All in all, the survey was online for three weeks (12.09.-03.10.2012), 413 people clicked on the URL of which 209 have answered the survey resulting in a response rate of 51%.

Comment [PW95]: Interesting information associated with your data collection.

Comment [PW96]: Problems with formatting.

Analytical Tools

Having collected the survey data, the next step is to analyse it. The chosen types and number of variables that are analysed, influence the choice of analytical tools. In order to prepare the data for analysis, the results have to be in the form of numbers, done by coding. The online software, SoSci Survey (www.soscisurvey.de), used to carry out this questionnaire, coded and imported the data and variables automatically. Hence, the researcher saved time to analyse the data. However, as the survey included open-ended questions, ideas and topics mentioned in these parts were coded by the researcher in order to identify patterns and interpret the data.

According to the types of questions in the survey, categorical and numerical data was gathered. Numerical data measure all values, which can be counted as quantities, thus ratio data, such as age. Within the scope of categorical data types, meaning all values which cannot be measured numerically, ordinal and nominal data were analysed. Ordinal data can be used to rank or order attributes. In this survey for example, participants were asked to rank product attributes according to their importance when buying beer. Moreover, attributes in the survey's Likert scale were assigned with numerical numbers ranging from -2 (negative attitude) to +2 (positive attitude) in order for respondents to express their opinion on advertisements (Saunders, Lewis and Thornhill, 2009).

To summarise the data, two different types of charts have been used, namely pie and bar charts. A pie chart divides specific categories into segments according to the share each category has of the total value.

Comment [PW97]: Why only these type of charts? What about other ways to present your data?

In a bar chart each bar represents the number of elements falling in one category, which is why bar charts

are easy to understand and interpret (Saunders, Lewis and Thornhill, 2009). In this study, simple understanding of charts is supported by presenting shares in percentages instead of absolute numbers. Eventually, data are described by means of statistics, which consist of measuring central tendency and dispersion (Wilson, 2010; Saunders, Lewis and Thornhill, 2012).

To measure the central tendency of the data, two different ways have been used: mode and mean. Mode is the value that occurs most frequently, whilst mean includes all data value in its calculation, also known as the average (Saunders, Lewis and Thornhill, 2009).

Furthermore, the Chi-square test (χ^2) has been used to find out how likely it is that two variables of the data are associated. The test indicates if the difference between expected and observed results is significant. Based on the result, the researcher ensures that data in a cross-tabulation are not simply due to chance alone and thus, the null-hypothesis (H_0) is rejected. A probability 0.05 means that there is only a 5% likelihood that the data occurs by chance alone. The value should not exceed 5% in order to be statistically significant and H_0 being rejected (Saunders, Lewis and Thornhill, 2007). For the Chi-square test to be valid, it must also be true that no more than 20% of the cells in the cross-table have expected values of less than 5 (Saunders and Brown, 2008).

Comment [PW98]: Again, try to draw on a wider range of sources.

Alongside to the Chi-square, Cramer's V has been calculated to measure the association between two variables within a cross-table, on a scale where 0 represents no association and 1 represents perfect association. The relative strength of significant associations between different variables can be compared, because the value of Cramer's V is always between 0 and 1 (Saunders, Lewis and Thornhill, 2007). Both the Chi-square test and Cramer's V have been calculated with the statistic software IBM SPSS Statistics 20.

3.6.2 Secondary Data

Secondary data refers to academic journals, textbooks, newspaper articles, company's reports and websites, basically "data that have been collected by other researchers" (Wilson, 2010, p. 68) which have also been used in this research. This kind of data provides comprehensive understanding of a topic which also enables researchers to identify the gap in the literature and justifying the research project. In addition there are other advantages like saving costs and time, as it is less time consuming than collecting and analysing primary data. Especially time saving is a critical issue for every researcher (Saunders, Lewis and Thornhill, 2009). In addition, secondary data enables the researcher to compare findings among different researchers to those of own data. Such data triangulation confirms that "conclusions drawn from primary collection methods are appropriate" (Hair et al., 2007) and increases validity of the study (Collis & Hussey, 2003). The downside of secondary data occurs when comparing analysis because of

Comment [PW99]: What about examples of secondary sources e.g. the names of journals, textbooks?

different definitions, interpretations and intentions. Thus, this kind of data and their sources have to be screened to ensure that comparing them is adequate.

In this study, the emphasis on secondary data has been placed upon academic journals. Leading research on contemporary business topics tends to be published in academic journals, thus this source provides a high level of reliability. The researcher had access to academic e-journals mostly through the databases "Business Source Premier" and "Emerald", provided by Saxon University. The journals "Journal of Consumer Marketing", the "British Food Journal" and the "California Management Review" have provided most articles for this study as they have a strong consumer and advertisement background and present data on current marketing practices and future trends. Important articles on the history of CSR and overviews of theoretical frameworks were found in the "International Journal of Management Reviews". This journal contains several articles by Archie B. Carroll. Anyone, who examines the issue of CSR will come across the works of Carroll, who contributed numerous literature reviews on CSR and developed significant theoretical models.

Comment [PW100]: Good.
Pleasing to see the names of journals.

In addition, brewery's websites and reports have been used to analyse their CSR engagement. However, they were analysed carefully as they are likely to be politically biased or attempt to manipulate readers. The same applies to newspaper articles (other secondary data has been analysed just as critically, but the risk of political bias is weaker regarding books and journals as they are likely to be peer reviewed).

Furthermore, textbooks as related to secondary data have been selected. Despite the fact that textbooks provide valuable knowledge, they often have the disadvantage to be dated due to long lead times. Also, they tend to cover rather broad subjects. Hence, restrictions might occur as they do not match specific research topics. However, a few textbooks have been used to review general CSR frameworks, which were referenced by many researchers. Subsequently, the collection of secondary data made clear that there is not enough secondary data on the certain research topic thus, demanding primary research.

Comment [PW101]: Good.

3.7 Ethics

Blumberg, Cooper and Schindler (2005, p. 92) define ethics as "the moral principles, norms or standards of behaviour that guide moral choices about our behaviour and our relationship with others". Ethical concerns will emerge in this research as contact to individuals is involved. Regarding philosophical standpoints the researcher adopts the deontological view, arguing that the ends served by the research can never justify the use of research which is unethical (Saunders, Lewis and Thornhill, 2007). Thus, deception will never be used, even if it was necessary to ensure validity and reliability. Further, it is important to consider ethical issues throughout the period of the research and to remain sensitive to the impact on those who are approached to help, provide access to results and are affected by them

(Saunders, Lewis and Thornhill, 2007). To ensure a standard of ethics while working with humans to gather data the researcher complied with the Saxon University Policy and Code of Practice for the Conduct of Research with Human Participants. This means that participants have the right to be fully informed about the project, have the chance to withdraw, that their information will be kept anonymously and that their participation is voluntary. Considering and applying the mentioned aspects the research has been feasible to be conducted without problems caused by ethical concerns.

Comment [PW102]: Good. Nice to see reference to ethical issues.

3.8 Reliability and Validity

Reliability refers to the extent to which the data collection and analysis will yield inconsistent findings (Saunders, Lewis and Thornhill, 2007). Robson (2002) describes different threats of reliability which are shown in table 7.

Threat	Questionnaire
Subject of participant error	☑ Distributed via internet, no influence on time and location possible
Subject or participant bias	☑ Avoid error by ensuring anonymity of respondents
Observer errors	☑ way of asking questions can elicit answers ☑ researcher's interpretation influences the results and can lead to other conclusions compared to several researchers

Table 7: Threats of reliability
Source: Adopted from Robson, 2002

As illustrated in the table above, reliability is affected by different factors, some of them beyond the control of the researcher and others can be avoided by a carefully planned strategy and the described mixed-methods approach. Having used multiple sources of data, namely quantitative and qualitative, as well as primary and secondary, the researcher triangulates data. "Triangulation refers to the use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are telling you" (Saunders, Lewis and Thornhill, 2007, p. 139). Also, the structure of this study enables a reader to track a chain of evidence from the introduction to the conclusion of the dissertation and vice versa. Thus, reliability through consistent results is assured (Wilson, 2010).

Validity is concerned with whether findings are about what they appear to be about (Saunders, Lewis and Thornhill, 2007). Mortality can become an issue, if participants do not complete the questionnaire or the sampling size unit is too small to derive results from. Therefore, the researcher pretested the survey and used the snowball sampling technique.

Also, there is the issue with ambiguity about causal direction. The researcher needs to avoid deriving false or no conclusion about the cause of phenomenon. This can be done by comparing the results to similar studies by other researchers. The validity of this research project has also been ensured by formulating research questions and objectives that correlate with the measures of the study. Hence, reliability and validity of the research are ensured through the described approach as well as the researcher is enabled to challenge an existing theory and provide a source of new research questions (Saunders, Lewis and Thornhill, 2007).

Comment [PW103]: This section is rather general and could have been better applied to your study.

4 Analysis

This chapter provides an overview of crucial facts about the German beer market. In part 4.1 trends and top brands will be described as well as the role of CSR in this particular industry. In addition, the results of the conducted survey will be analysed in chapter 4.2. Section 4.3 presents a summary of the analysis.

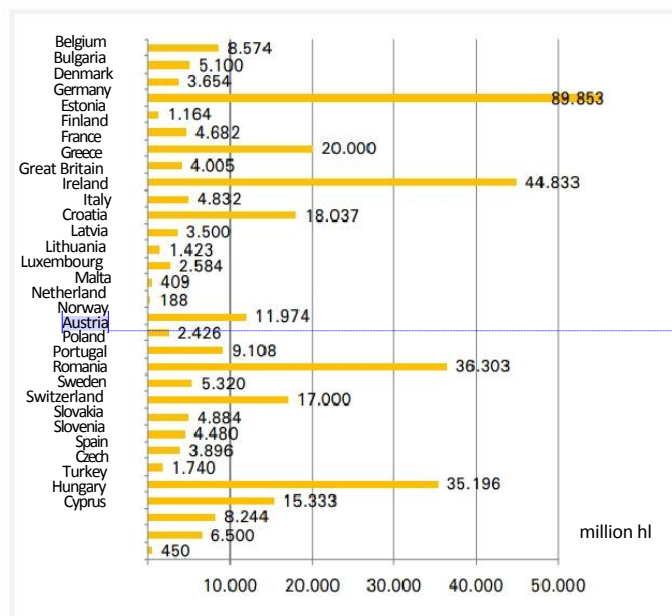
Comment [PW104]: Good. Your introduction 'sets the scene.'

4.1 The German Beer Market

4.1.1 The German Beer Market in General

Brewing beer is one of the oldest industries in Germany. Early recordings can be traced back to the year 650 A.D. Back then, monks brewed beer in their monasteries. As they became specialists, their beer got famous and popular. In 1040 the Bavarian monastery Weihenstephan got the official license and right to brew and sell beer. Today, the brewery still exists, being the oldest among its kind. Another landmark in the German beer history is the establishment of the German "Reinheitsgebot" [purity law] in 1516. Since inexplicable side effects arose while brewing beer, duke Wilhem IV issued the law, which ensured a quality standard. Even today, the purity law has not lost its impact and German beer contains malt, hop, yeast and water only (bier.de, 2012).

Today, there are 1325 breweries and more than 5000 beers in Germany (Deutscher Brauerei- Bund e.V., 2012b). Compared to other European nations, German consumption of beer is highest, indicating a valuable industry (see figure 15).



Comment [PW105]: Countries do not align with each bar.

Figure 15: Beer consumption in Europe in mio hl, 2009
Source: Die deutschen Brauer, 2010a

However, beer consumption in Germany in million hectolitres has declined over the last five years, although the number of breweries has increased as illustrated in table 8.

	Equity	2003	2004	2005	2006	2007	2008	2009	2010	2011
Breweries	Quantity	1,275	1,281	1,281	1,289	1,306	1,328	1,331	1,332	1,341
Consumption	1,000 hl	97,188	95,682	95,080	95,492	91,885	91,132	89,853	87,872	87,655
Sales	Mio hl	105,6	105,9	105,4	106,8	103,9	102,9	100,0	98,3	98,2
Turnover	€ mio	9,022	8,396	8,201	8,022	8,190	8,155	7,855	7,690	7,850

Table 8: Breweries and beer consumption in Germany, 2003-2011
Source: Die deutschen Brauer, 2012b

Based on studies among the beer industry (Deutscher Brauer-Bund e.V., 2012a) the decline is due to the economic crises, resulting in a negative worldwide economic development. Moreover, taxes on beer increased and there is a trend in which consumers prefer domestic consumption, rather than going out for a drink. In addition, alcohol consumption in general decreases. Whereas in 2008 people drank 9.9l pure alcohol on average, the amount fell to 9.7l in 2009 (The Epoch Times Deutschland, 2011). Although the difference is only little, the regression does explain less beer consumption. Yet, the beer industry is still strong in Germany, indicated by a volume of €7,85 million in 2011 (Deutscher Brauer-Bund e.V., 2012a) and the variety of beer with more than 5000 kinds. Table 9 illustrates the ten most popular beers in Germany, based on sales in million hectolitres.

Comment [PW106]: Good. Well done for not just presenting the data, but also conducting analysis.

Rank	Beer brand	Sales 2011 (in million hectolitres)	Compared to sales in 2010
1.	Oettinger	6,205	-2.1%
2.	Krombacher	5,389	-0.3%
3.	Bitburger	4,027	+2.8%
4.	Beck's	2,750	+4%
5.	Warsteiner	2,715	-3%
6.	Hasseröder	2,706	+10%
7.	Veltins	2,690	+4.2%
8.	Paulaner	2,230	+0.4%
9.	Radeberger	1,956	+6.1%
10.	Erdinger	1,722	+4.4%

Table 9: Most popular beer brands in Germany 2011
Source: Bier-Universum.de, 2012

4.1.2 CSR in the German Beer Market

The following chapter outlines CSR initiatives in the German beer market of both breweries and comprehensive organisations, such as "Deutscher Brauerei-Verband e.V." [German Beer Association].

Oettinger



Oettinger is the most popular beer in Germany regarding sales in million hectolitres, although the brewery runs almost no marketing campaigns. They hold the opinion that an outstanding product markets itself, proven by their success. Hence, there are no CSR campaigns by Oettinger. Only on their website the brewery declares to use latest technology in their production and logistics area in order to save energy, reduce emissions and thus, save money. According to Oettinger, their breweries use half as much energy as their competitors on average (Oettinger Corporate Website, 2012).

Krombacher



The beer brand's slogan "Eine Perle der Natur" [A pearl of nature] indicates the image of freedom and purity and suggests a positioning in close touch with nature. Thus, in 2002 and 2003 Krombacher ran a campaign to protect the rainforest in central Africa in cooperation with WWF (World wide Fund for Nature). The popular German TV star and host of the German TV Show edition "Who wants to be a millionaire", Günther Jauch, has been the face of the campaign, gaining media attention.

Consumers have been encouraged to buy one beer crate in order to save 1m₂ rainforest. The campaign is considered to be the company's most successful sales promotion ever. Sales have increased by 8% to 460 million Euros and the target of saving 25 million m₂ was achieved.



Comment [PW107]: Some problems with presentation.

Figure 16: Kromacher rainforest campaign

Source: no presseportal.de 2008

The area protected by Krombacher is not as big as it sounds at first and the company has been criticised for this. In addition, the campaign cost €8 million, of which Günther Jauch got €1 million, as well as the WWF. Still, the campaign helped to ensure biological diversity, integrated local population and supported social stability in order to protect the rainforest on a sustainable basis (Broder von, 2003). Regardless of the criticism, the advert is well known among CSR campaigns in the German beer market, so it was relaunched in 2008 (Anon., 2008b). Further, the protected area has been declared as an UNESCO World-Heritage - natural site. In addition to the rainforest campaign, Krombacher undertakes

several other projects to protect the environment around the world. Also, the company supports responsible drinking, has improved its working safety and funds several community and charity projects and sport events (Krombacher Corporate Website, 2012).



According to their corporate philosophy, Bitburger supports communities and the environment with several projects. With the help of innovative technology, the company reduced its CO₂ emissions and water consumption. Moreover, Bitburger communicates responsible drinking and supports local schools (Bitburger Corporate Website, 2012). However, information on their efforts are rather little, which might be due to limited support or little success.

AB InBev (Beck's and Hasseröder)



The world's largest brewery, Anheuse Busch InBev offers nine beer brands in Germany, of which two of them, namely Hasseröder and Beck's, are among the top ten favourite beers in Germany. AB InBev is one of the

companies that realised the growing sensitivity toward environmental issues and is increasingly striving to become a better corporate citizen (Epstein, 2008). In 2009, the brewery defined its "Better World" strategy, based on the three pillars: environment, responsible drinking and community (figure 17).

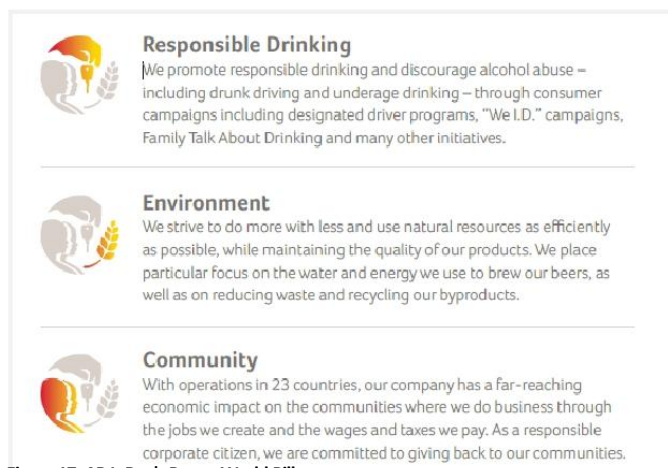


Figure 17: AB InBev's Better World Pillars
Source: AB InBev CSR Report 2011, p. 11

Within the scope of the CSR strategy, the company undertakes numerous projects and campaigns. Regarding "Responsible Drinking", AB InBev released the "Designated Driver" campaign worldwide, encouraging consumers not to drink and drive, but carpool with friends when going

out. Also, they are running a family talk project to raise awareness of the importance of educating children about responsible drinking.

With respect to the environment, the company established a barley growers' program. On the one hand AB InBev invests in research to create higher-quality varieties that produce better yields, while using less water and tolerating extreme weather conditions. On the other hand, more than 10,000 growers in the U.S., Brazil, Uruguay, Argentina, China and Russia receive support during the growing season. In addition, they reduced the company's water use and greenhouse gas emissions and developed renewable energy programs.

In order to support communities, AB InBev encouraged 18,000 employees to volunteer in various community activities. Projects ranged from building schools in China, supporting students in Argentina to graduate, supplying water to people in need, building houses for families in the USA to cleaning up streets and industrial areas in Russia and planting gardens and parks instead. Furthermore, AB InBev follows an aim to enhance its people's skills and potential through education and training, competitive compensation and a culture of ownership that rewards people for taking responsibility and producing results (AB InBev CSR Report, 2011).

Warsteiner



Warsteiner Group belongs to the biggest brewery among the German brewing industry. Their CSR contribution lies within using latest technology in order to reduce emission and resources. In 2009 the brewery built its own powerhouse, which generates energy to supply the production process. The powerhouse runs on natural gas or brewer's grains and thus turns heat into electricity. Furthermore, Warsteiner has its own train platform in the brewery, saving transportation with lorries, resulting in less environmental pollution (Warsteiner Corporate Website, 2012).



VELTINS
*Brauerei
seit 1834*

The beer company Veltins strongly protects the environment and therefore engages in recycling and resource efficiency. Since 1966, the brewery has used its own purification plant. Moreover, they reuse labels, cartons and glass. Barley malt, which is a byproduct when brewing beer, is used as high quality animal feed. Also, like many other companies, Veltins uses modern technology in order to save energy and reduce emissions and water consumption. In addition, the brewery sponsors nature conservancy projects in local areas as well (Veltins Corporate Website, 2012).

Paulaner, Radeberger, Erdinger



Regarding the beer brands Paulaner, Erdinger and Radeberger, there are no CSR activities communicated or presented on the brands' websites. In fact, during

summer 2012, Germany's largest brewery group, Radeberger, was accused of declaring disposable bottles as reusable bottles and thus, pretending to use environmental friendly packaging which misled consumers. Based on the deceit, the Deutsche Umwelthilfe e.V. [German Environment Association] argues the company gained sales advantage since the decomposition for one-way bottles is higher than for environmental friendly bottles (Deutsche Umwelthilfe, 2012). Radeberger denied any accusations and explained that bottles are refilled in Mexico, where the beer (Corona) is produced. However, those returned bottles are sold in other countries, whereas only new bottles are available in Germany. Nevertheless, as a reaction, the brewery now offers refilled bottles in Germany as well and eventually recycled bottles from Germany do find their way back to German retailer shelves (N-TV, 2012).

In relation to this case, the German deposit system on packaging is explained in the following.

Reusable beer crates and bottles - The German deposit system

Since 1991, a recycling system on packaging, encompassing bottles and beer crates, has been established in Germany. The basic idea is to reduce the amount of newly produced packaging and thus saving resources and reducing emissions. Therefore, consumers have to pay a deposit of €0.08 for very environmental friendly bottle (glass), €0.25 for bottles which are less environmental friendly (plastic) and between €2.38 - €4.50 for beer crates, depending on the size. Those bottles and crates shall be returned to the retailer where they are collected from the manufacturers to be refilled. Glass bottles can be used up to 50 times and beer crates stay within the system for up to 15 years. The problem with plastic bottles is that they cannot be used as bottles again. Yet, they can be recycled and used to produce other goods, but this process is more expensive than using glass. Thus, today glass bottles are more environmental friendly than others. Within the beer market, almost all products are offered in glass bottles. An example for a €0.25 deposit bottle is the beer Pilsator (Mehrweg, 2012).

The question is, whether the deposit system can be counted as a CSR activity, as it is statutory. Therefore breweries have to follow the system, but voluntarism is essential in the CSR definition. However, the system leaves the choice of which bottles to use to breweries and encourages them to offer environmental friendly glass bottles. Hence, the deposit system gives some space to breweries, so packaging can be counted as a CSR element.

² Sources for more details about the German recycling system: NZZ Folio, 2009; Deutsche Pfandsystem GmbH Corporate Website, 2012

Comprehensive CSR campaigns

Apart from the brewery's own CSR activities, the German Brewer Association started a campaign in 2006 to educate and convince people to deal responsibly with alcoholic beverages. The campaign aims to promote a moderate and conscious consumption of beer, to ensure alcohol is not provided to people under the drinking age and to explain the danger of drinking and driving. Therefore, three slogans are communicated: "Bier bewusst genießen" [Enjoy beer consciously], "Don't drink and drive" and "Alkohol? Sorry. Erst ab 16/18" [Alcohol? Sorry. Only from the age of 16/18]. The two latter slogans are mainly aimed at the gastronomic sector as well as retailers and petrol stations, while the first claim is directed to German breweries.

"Enjoy consciously" has two meanings. On the one hand consumers shall know when to enjoy beer, meaning not during pregnancy, at work or when operating a vehicle. On the other hand the slogan shall remind people to fully enjoy beer with all sense, hence drinking beer in moderation. The logo (figure 18) demonstrates the commitment of breweries to responsible drinking. Thus, the symbol can be integrated in all communication materials of a beer brand. Further, breweries are provided with different point-of-sale materials branded with their logo and the campaign's slogan to demonstrate their commitment. All German breweries take part in the initiative and encompass slogans and logos in their communications.



Figure 18: Campaign's logo
"Bier bewusst genießen"
[Enjoy beer
consciously]

Source: Deutscher
Brauer-Bund e.V.,
2012d

In addition, the German marketing authorities established rules considering advertisement for alcoholic beverages, ensuring campaigns are not appealing to people under the legal drinking age and pregnant women. Most breweries follow those rules voluntary, as they care about their responsibility for society, instead of being advised by the authorities

(Deutscher Brauer-Bund e.V., 2012c).

However, breweries are criticised for misleading declaration on their labels in terms of alcohol free beer. In most cases, beer, declared as non- alcoholic, still contains alcohol. Based on a loop hole in the law, breweries do not declare the actual alcohol by volume (ABV) content, since they are only obliged to state the exact content if the percentage is higher than 1.2%. Hence, even though the ABV content is low, declaring a beer which does contain alcohol as non-alcoholic is misleading and can appeal to pregnant women, people on medicine or others who do want to stay abstinent. Bitburger is the only brand which indeed does not contain any alcohol at all in their alcohol-free beer product and thus declares 0.0% on its labels (food watch, 2012).

4.1.3 Interim Conclusion

The analysis above shows that CSR entered the German beer market. Various types of CC and Green Marketing (see chapter 2.3) are established, ranging from Corporate Social Marketing such as the "Bier bewusst genießen" campaign to Community Volunteering as AB InBev demonstrates, greening measures like reduced transport ways and eco-packaging by means of reusable bottles and crates. Every brewery among the top ten demonstrates a CSR approach, however, the level of CSR engagement differs a fair amount amongst breweries. While Krombacher and AB InBev invest heavily in CSR and run campaigns, Radeberger, Paulaner and Erdinger demonstrate no CSR initiatives apart from comprehensive campaigns by the German Brewery Association. Veltins and Bitburger follow a CSR approach but there is room for improvement compared to some of their competitor's commitment. Figure 19 illustrates the level of CSR engagement of the top ten German beer brands.

Comment [PW108]: You could have referred to this as a summary of the main points.



None
Figure 19: CSR commitment among German beer brands
Source: Author's own work, 2012

Prominent topics encompassed in the presented CSR campaigns are reducing emissions, saving resources and promoting responsible drinking. So the focus is on social and environmental responsibility. Reduced resources, transport ways and packaging lead to a decrease of costs. Hence, breweries experience direct benefits from those measures, so it is not surprising that they invest in those activities most, instead of social initiatives where it is difficult to measure the outcome. This leads to the conclusion that breweries engage in CSR mainly to maximise profits and not because of philanthropic intentions. Moreover, communicating CSR initiatives should be improved. Apart from Krombacher there are almost no other brewers demonstrating CSR within TV or print advertisement. Most of the outlined information above has been found on the brewery's websites. Thus, consumers are only aware of CSR commitment in the beer market, if they are interested in the issue and actively search for information.

4.2 Results of Survey

This part of the dissertation analyses the results of the conducted survey. The questionnaire was divided into four parts. Initially, consumers' knowledge on CSR was tested, followed by their general interest

in the subject. Then questions about their opinion on CSR in general and CSR in the beer market were included. Lastly, participants were asked to evaluate different beer advertisements.

Participation in the survey has been almost equal between men and women, illustrated in figure 20. Further, the major group of participants is aged between 24 and 29 (figure 21). Since the researcher's network is mainly aged around 20 years and the snowball effect was used as sampling method, the result was very likely.

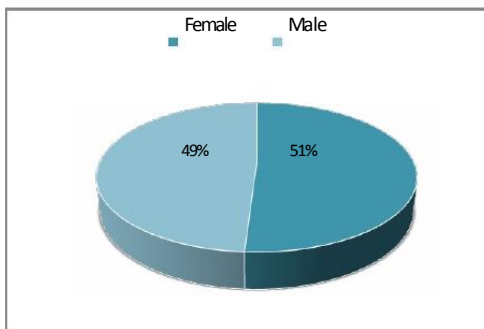


Figure 20: Demographic data: Gender
Source: Author's own work, 2012

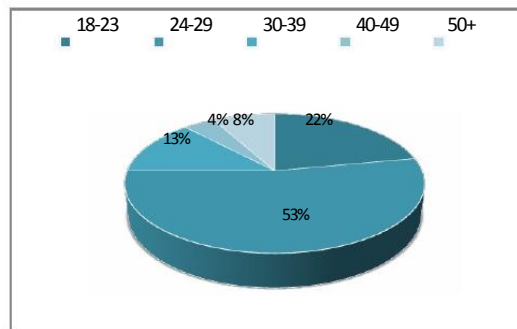


Figure 21: Demographic data: Age Source: Author's own work, 2012

Comment [PW109]: Using different colours would have made your charts clearer.

4.2.1 What Do Consumers Know About CSR

The first question in the survey (after the filter questions to ensure respondents are older than 18 years and drink beer at least from time to time) asked participants whether they have ever heard of the term Corporate Social Responsibility. The result shows, the bare majority (51%) had heard of CSR whilst the term was not familiar to 49%. Thus, as a first impression, CSR cannot have an influence on buyer behaviour, if only half of the respondents know what it is. However, the survey indicates that those, who are familiar with the term, have good knowledge on CSR, since the important aspects as described in the literature review were ticked most regarding the question "What does CSR encompass for you? Please tick the appropriate aspects" (figure 22 on the following page).

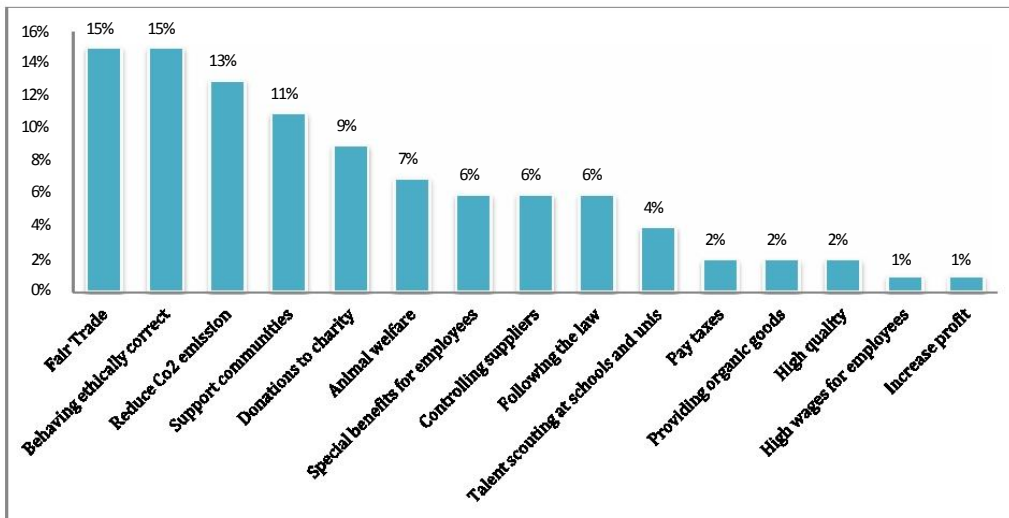


Figure 22: Answer to question "What does CSR encompass for you"
 Source: Author's own work, 2012

In order for all participants to answer the questions although they were not familiar with the issue, an explanation of CSR was presented. Having clarified the term the next questions asked whether companies should engage in CSR. The vast majority (83%) answered yes, while 16% claimed it does not matter to them and only 1% said no, companies should not engage in CSR. Hence, the majority of participants expect companies to run CSR activities, which indicates the importance and necessity of the topic.

In addition, based on the Chi-Square test and Cramer's V, it has been assessed, whether young people and women consider CSR as more important for companies than older people or men. Therefore, age and gender were used as the first variable. Second was the answer to the question whether companies should engage in CSR. As illustrated in table 10 on the next page, the null-hypothesis (H_0) has been rejected for the correlation of gender and expectations of companies CSR commitment. This means that the result is statistically significant and Cramer's V at 0.228 indicates that the relation between gender and expectations of companies CSR commitment is low, but females tend to consider CSR as more important for companies than men (see Appendix A for detailed calculation).

Regarding age, the likelihood of the data occurring by chance alone is 80% which is why H_0 is not rejected. Furthermore, as 40% of the cells in the cross-table have a value of less than 5, the statistical test is invalid, meaning no statistical significant conclusion can be drawn. This is because the majority participants were aged between 24-29 years and only few older people took part. However, Cramer's V indicates that there is almost no relation between age and expectations on companies CSR initiatives. Hence, it could be argued that the interest of CSR does not depend on age.

Variable 1	Variable 2	H ₀	Chi-Square	Cramer'sV	Cells having a value of less than 5
Gender	Companies engaging in CSR	rejected	0.007	0.228	0.0%
Age	Companies engaging in CSR	Not rejected	0.808	0.107	40.0%

Table 10: Correlation Age/Gender and companies' expected CSR commitment
Source: Author's own work, 2012

4.2.2 Consumers' General Interest in CSR

Furthermore, the survey asked for companies, respondents know regarding good and bad CSR engagement. There were 53 named for good and 52 for poor CSR initiatives, indicating a homogeneous distribution. However, those well performing organisations in terms of CSR were named by 175 respondents, while only 126 participants could name bad firms. Thus, people are more aware of positive CSR engagement. In both cases, companies across all industries were mentioned. Despite the fact that the beer brand Krombacher scored highest (named 17 times) automobile manufacturers such as BMW, Mercedes and Volkswagen seem to be famous for good CSR. Also, in terms of negative CSR, companies from all industries were mentioned. Here, mineral oil groups like Shell and BP were among the top ten. Highest score was reached by KIK, a German fashion enterprise. This is not surprising since KIK is criticised heavily in German media because of wage dumping, spying on employees, poor labour conditions and lack of quality (Anon., 2008a; Die KIK-Story, 2010).

Regarding the beer market, apart from Krombacher no other brewery or beer brand was named. It is not surprising that Krombacher scored highest among good CSR organisations, since the brewery's campaign (described in chapter 4.1.2) is famous in Germany and the survey

The next question in the survey asked participants to tick all brands they know or have ever heard of. This question included Krombacher (beer), Schlecker (drug store), Shell (mineral oil), Lidl (supermarket), BMW (automobile), Starbucks (coffee shop), Radeberger (beer), dm (drug store), Edeka (supermarket), Hasseröder (beer) and AB InBev (brewery). Except for AB InBev, all other brands and companies were known by 96% of the respondents or more. Furthermore, participants were again asked to tick those companies mentioned before regarding negative and positive CSR. Figure 23(next page) illustrates the result regarding good CSR, while figure 24 (next page) shows which companies have been ticked concerning poor CSR initiatives.

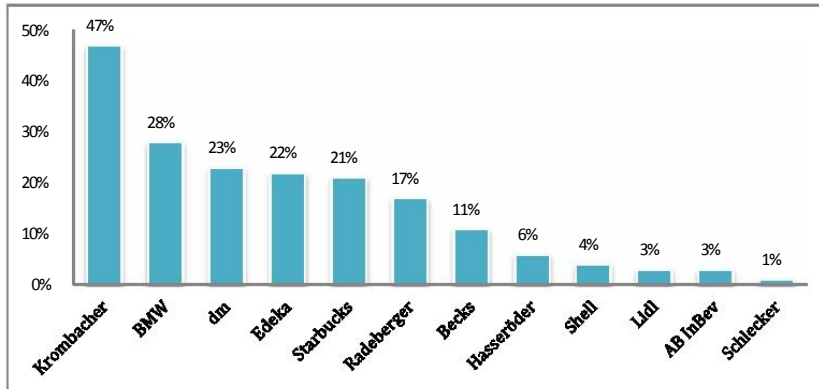


Figure 23: Companies respondents think of in terms of good CSR
Source: Author's own work, 2012

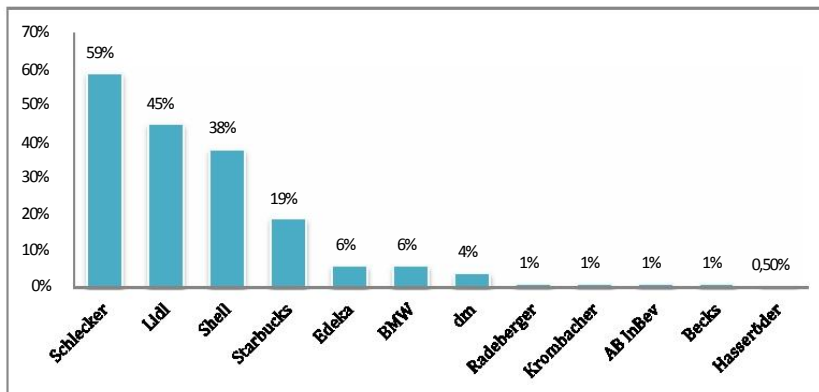


Figure 24: Companies respondents think of in terms of bad CSR
Source: Author's own work, 2012

As the results show, Krombacher scored high regarding positive CSR activities. Again, this proves the success of the campaign, mentioned previously. Surprisingly, Radeberger got higher ratings than Becks and Hasseröder, although Radeberger demonstrates almost no CSR initiatives, while Becks and Hasseröder strongly engage in CSR, respectively AB InBev (see chapter 4.1.2). Also, AB InBev, as a brewery, is highly committed to CSR but communicates only parts of its overall CSR approach through its brands. Due to the reason that people are not aware of AB InBev as a company, they cannot evaluate its CSR approach. It turns out that the CSR pioneer in the beer market cannot take credit for their effort. Considering both figures above, the conclusion can be drawn that beer brands are not related to bad CSR, but recognised in terms of positive CSR engagement, although the respondent's evaluation does not reflect the actual level of CSR initiatives among these beer brands.

Comment [PW110]: Shows.

4.2.3 Consumers' Opinion on CSR in General

The next part in the survey focused on CSR elements and their importance to respondents. Participants were asked to rank CSR elements on a scale of 1-6, 1 being the most important, 6 being least important. Figure 25 illustrates the average ranking, indicating that Fair Trade and reducing CO₂ emissions are very important to consumers, while donations to the poor and animal welfare are less meaningful.

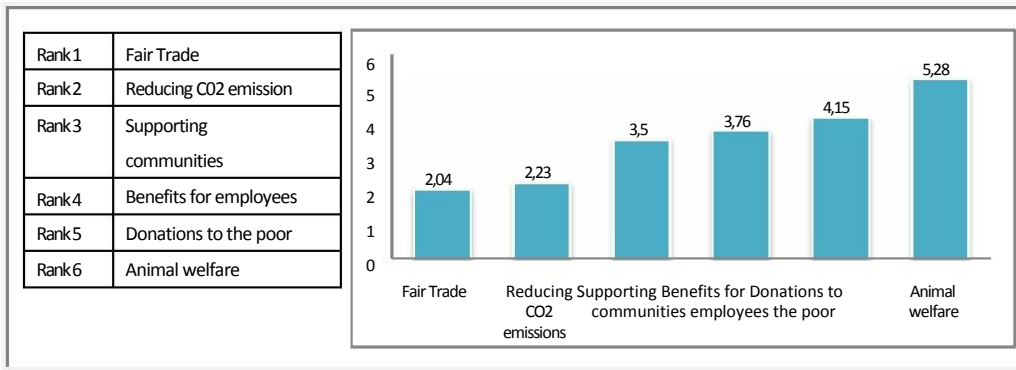


Figure 25: Average ranking of CSR elements
Source: Author's own work, 2012

Regarding the question whether consumers prefer CSR products in general, the majority answered yes (53%), a fifth (22%) of respondents said no and a quarter (25%) argued CSR does not matter to them. However, the majority is interested in CSR and there is a huge potential to convince other consumers, since the most frequent answer to the question why people are not interested in CSR products or do not care about them was, that they are not aware of CSR activities. Figure 26 and 27 (next page) show the frequency of reasons participants gave to explain their attitude.

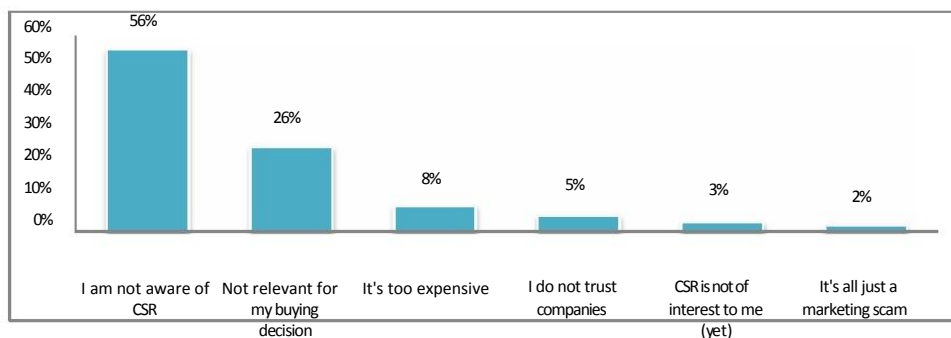


Figure 26: Reasons why consumers do not prefer CSR products in general
Source: Author's own work, 2012

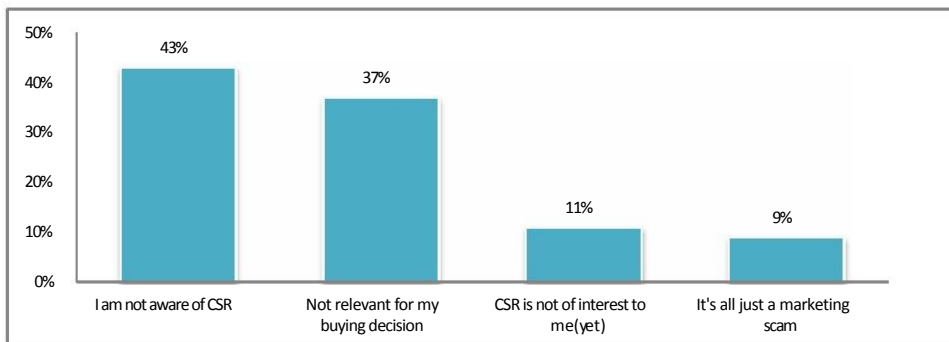


Figure 27: Reasons why CSR does not matter to consumers
 Source: Author's own work, 2012

The figures above show that most people hold their opinion, because they are not aware of CSR products and campaigns, so they simply cannot prefer those goods. The second most frequent reason is that CSR is not relevant to their buying decision. Only minorities are not convinced of the CSR approach, as they consider the subject as too expensive, do not trust companies and thus, feel that CSR is just a marketing scam. Hence, if more consumers would know about CSR, it is likely that more would buy products offered by companies committed to the subject. Thus, communication is the key to gain new customers for CSR products.

In contrast to the negative attitude, the most frequent reasons why consumers prefer CSR products is because of environmental and social responsibility issues and to contribute to a good thing. Less influential are trustworthiness of the company, animal welfare and transparent processes, reflecting the ranking of CSR elements mentioned earlier (see figure 28 on the next page).

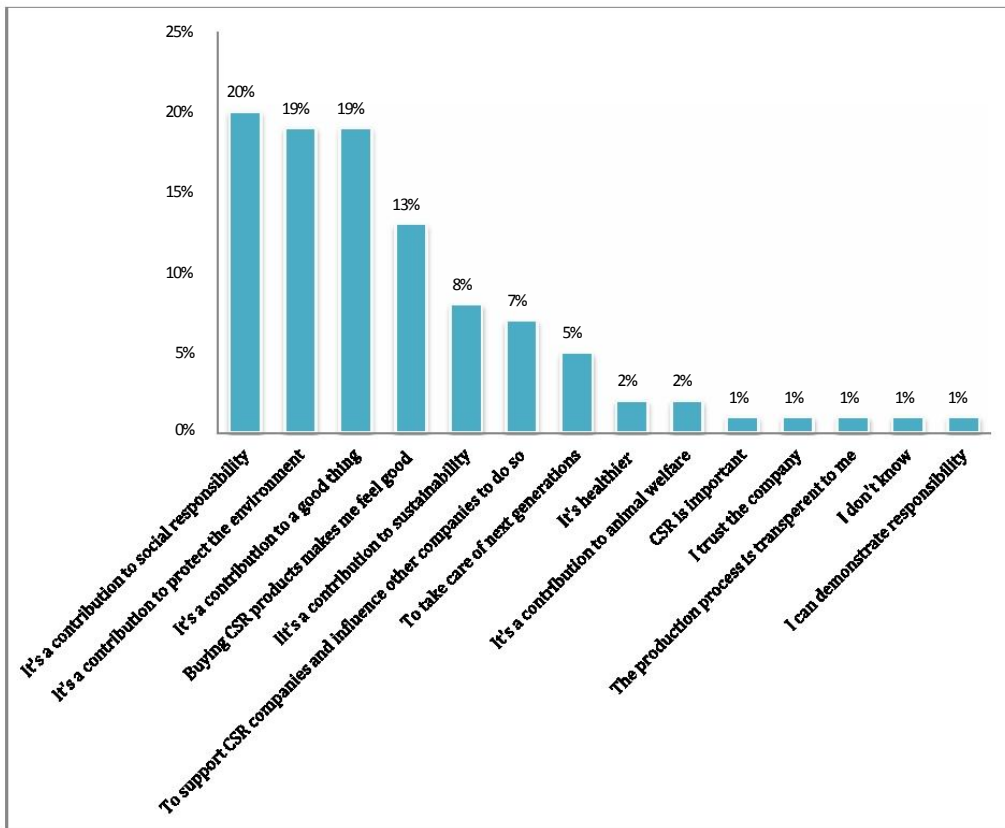


Figure 28: Reasons why consumers prefer CSR products in general
Source: Author's own work, 2012

4.2.4 Consumers' Opinion on CSR in the Beer Market

Compared to the results regarding CSR products in general, only 28% of the survey respondents prefer CSR beer. The majority (48%) claims CSR does not matter when buying beer and 26% say they do not prefer CSR beer.

Reasons why consumers prefer CSR beer are to demonstrate social responsibility, because CSR is important and contributing to a good thing makes them feel good (for a detailed presentation of reasons see Appendix A). Hence, reasons why buyers prefer CSR products in general and regarding beer do not differ a lot. However, the main reason why CSR is not of interest to consumers when buying beer are different to the reasons for CSR in general. While the majority claimed they did not know about any CSR products in general, the main reason why CSR is not important regarding beer is because it is not relevant for the buying decision, since attributes like taste and price are much more important. Others argue they are not aware of CSR initiatives in the beer market or they consider CSR a marketing scam. Figure 29 and 30 (next page) show the reasons respondents gave to why they do not prefer CSR

Comment [PW111]: How does this compare to other / similar studies?

beer or why CSR does not matter to them.

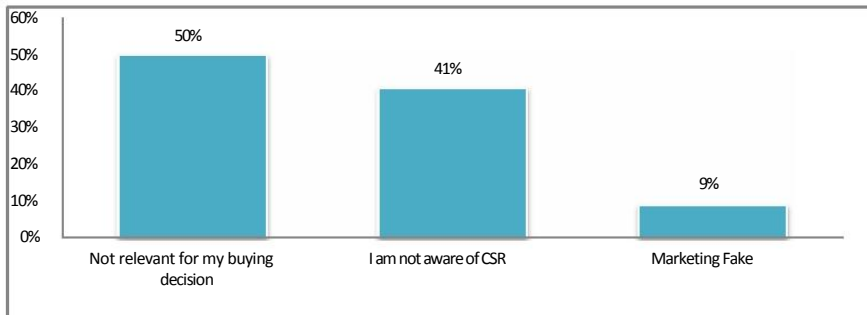


Figure 29: Reasons why consumers do not prefer CSR beer
 Source: Author's own work, 2012

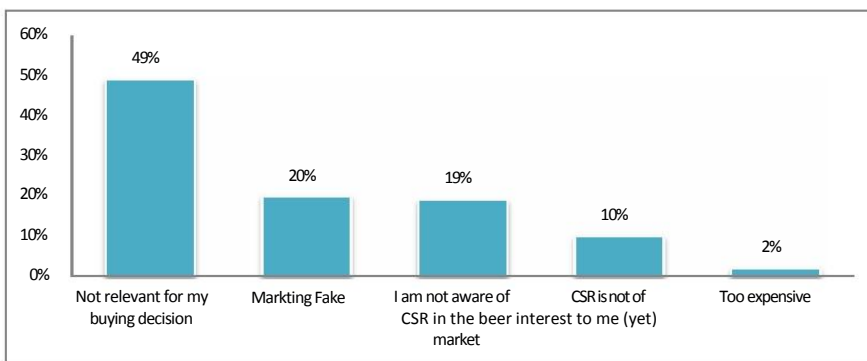


Figure 30: Reasons why CSR beer does not matter to consumers
 Source: Author's own work, 2012

In order to assess whether the interest of CSR products in general and regarding beer depends on age or gender, the Chi-square value and Cramer's V have been calculated. Table 11 (see next page) shows that the relations between age/gender and preferences of CSR beer/CSR products in general cannot be assessed on a statistical significant basis, due to the fact that the likelihood of data occurring by chance alone is too high, indicated by high Chi-square values. Also, the tests encompassing age as a variable are invalid, as the amount of cells having a value of less than 5 is more than 20%. Here, the same problem occurred as mentioned before, the majority of participants were aged between 24-29 years and only few older people took part. However, Cramer's V indicates a weak relation between gender and CSR products in general. It can be argued that women are more interested in CSR products in general than men. But there is almost no relation between gender and the interest in CSR beer. So preferring beer from companies engaging in CSR, does not depend on gender (detailed calculations of those values is included in Appendix A). The reason for this is probably that beer has a stronger appeal among men than women (Mintel, 2011). Since women are interested in CSR but less attracted by beer,

the importance of CSR in the beer market is lower compared to CSR in general. Attributes, influencing buyer behaviour by means of beer are analysed in the following section.

Variable 1	Variable 2	H ₀	Chi-Square	Cramer's V	Cells having a value of less than 5
Age	CSR products in general	Not rejected	0.550	0.174	46.7%
Gender	CSR products in general	Not rejected	0.085	0.209	0.0%
Age	CSR beer	Not rejected	0.948	0.111	53.3%
Gender	CSR beer	Not rejected	0.194	0.169	0.0%

Table 11: Correlation of Age/Gender and interest in CSR beer/CSR products in general
Source: Author's own work, 2012

Furthermore, participants were asked to rank product attributes according to their influence on the beer buying decision on a scale from 1 (most important) to 4 (least important). Based on the average ranking, the most influencing factor is taste, followed by price and brand, while CSR is placed fourth.

In addition to this ranking, different situations were described in the survey, asking respondents to choose between alternatives. First, CSR in relation to price was tested. The survey described a scenario where two beer products are completely identical, even the price, but one manufacturer engages in CSR and the other does not. The result shows that 94% would buy the CSR beer. Hence, consumers would not prefer one beer over another *because* of CSR, but if they are satisfied with a product in general, CSR is as an extra benefit which is appreciated.

Further, price sensitivity was tested by asking how much more consumers would pay for a CSR beer product (figure 31 on the next page). Given that the only difference between two beer products is that one manufacturer engages in CSR and the other does not, 86% would pay more for the CSR product. Among those, the majority (36%) would pay up to €0.10 extra and some (23%) would pay up to €0.50 more. Thus, given that other product attributes are the same as alternative offers, consumers would choose CSR beer and even spend more on them, but the amount of extra expenditures is limited.

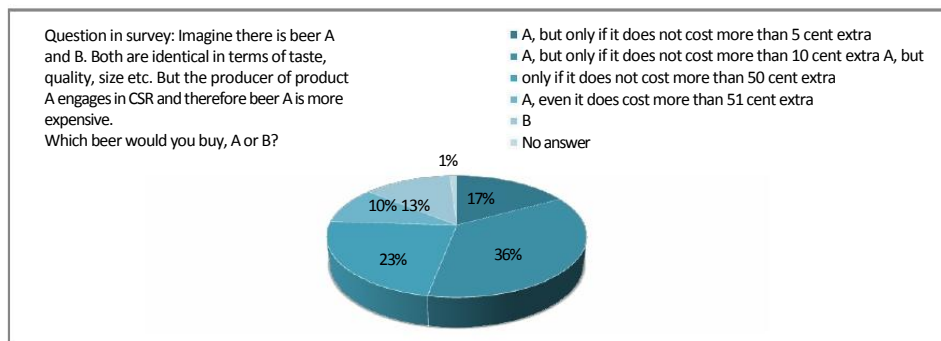


Figure 31: Price sensitivity for CSR beer products
 Source: Author's own work, 2012

Another questions tested the importance of branded beer. Participants were asked to choose between a CSR and a branded beer, without any CSR engagement. 59% claimed they would prefer the CSR product. Hence, in contrast to the ranking of product attributes mentioned earlier (brand was rated higher than CSR), the outcome indicates that CSR is more important than a famous brand. This contradiction could be because consumers are unsure about the importance of CSR and a branded product. Therefore, they answer differently in various situations. Also, social expectations may have forced them to choose CSR rather than brand in order to demonstrate responsibility. However, assuming that CSR engagement has more influence on the buying decision than a famous brand, even small breweries which are not well known have a good chance to be successful when engaging in CSR, given that consumers like the taste and consider the price as appropriate.

The last scenario asked respondents whether they would still buy their preferred beer, although the producer goes against positive CSR initiatives. Here, 55% claimed they would not buy their preferred beer anymore, while 10% still would and 35% stated they are unsure how to behave. This result indicates that consumers perhaps would have a guilty conscious but since other elements influence the buying decision such as taste and price, consumers might prefer to accept the bad feeling which is why they are unsure about how to behave.

4.2.5 Evaluation of CSR vs. Conventional Advertisements

Lastly, the survey included an evaluation of CSR loaded and non-CSR loaded advertisements. Participants were asked to evaluate each advert on a scale from -2 to 2 in terms of first impression, encouragement to buy the product, trustworthiness and attitude towards the advert. There were two brands, namely Krombacher and Hasseröder, two advertisements each, one related to CSR and one not, thus there were four adverts in total. Figure 32 on the following page illustrates the results. All adverts are included in Appendix C.

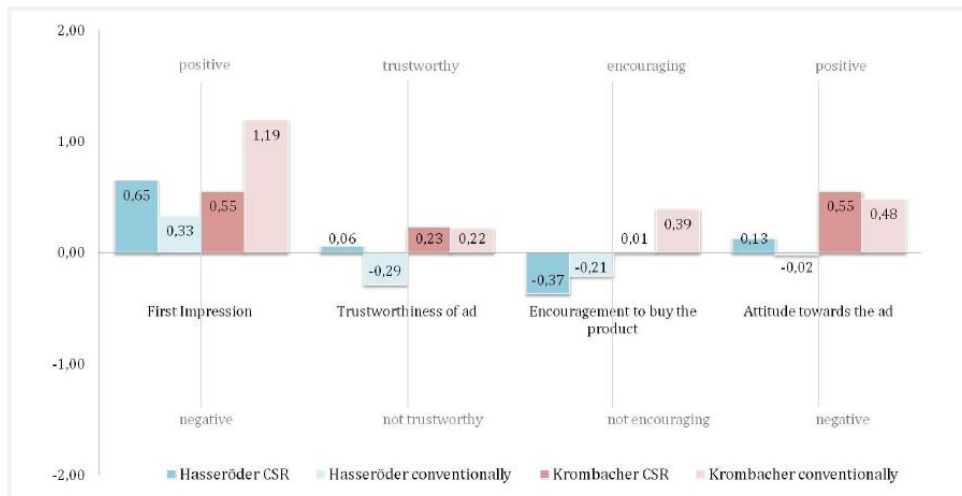


Figure 32: Comparison of ads: CSR vs. Conventional, Average rating
Source: Author's own work, 2012

As the figure above illustrates, on average, all adverts had a positive first impression on the participants, of which the conventional Krombacher advert scored highest. Furthermore, trustworthiness of all adverts is rather low, with all values almost 0, although the CSR loaded adverts scored higher than their conventional counterparts. In terms of encouragement to buy the product the conventional Krombacher advert scored highest, yet the advert has a rather low ranking of 0.39. However, Hasseröder adverts were even ranked negatively. The last category was about the attitude towards the advert. Here, the Krombacher CSR advert reached the highest value with 0.55. In this category all adverts were rated positively apart from the conventional Hasseröder advert.

Overall, the conventional Krombacher advert was rated best, while the conventional Hasseröder advert reached the lowest score in total. Furthermore, based on this evaluation, CSR adverts lead to a more positive attitude towards the brand compared to the conventional adverts. In addition, trustworthiness of CSR adverts is slightly higher than conventional adverts, although all scores are all very low in this category. Yet, CSR does not encourage consumers to buy a product.

Nevertheless, there are no significant differences between CSR and conventional advertisements, so the drawn conclusions are rather assumptions. Here, yet another demand for future research has been discovered.

Comment [PW112]: Good. Although again, how do findings compare to other studies.

4.3. Conclusion

This chapter presented information about CSR in the German beer market and analysed the surveys' data. The reader got a first impression on the impact and influence of the issue. In a nutshell, CSR plays a role among the beer market but breweries should improve their commitment and CSR communication. Moreover, consumers expect companies to demonstrate responsibility, are interested

in the subject and prefer CSR products. However, in terms of beer, CSR is less meaningful to consumers as taste and price are more important to their buying decision. Further conclusions are discussed in the next chapter of this research paper.

5 Conclusion

The last part of this study draws a conclusion of the presented data in order to accomplish the fundamental aim, to find out whether CSR influences buyer behaviour in the German beer market. Therefore, the research objectives and related research questions are answered in the section "Findings" by comparing previous research to the results of this study. Then, limitations are discussed and topics for future research are presented.

5.1 Findings

The first objective focuses on clarifying the term CSR and its relation to other green and social subjects.

1. What is CSR and how is it related to other green and social issues?

An introduction to the history of CSR has been presented in the literature review in this study and showed that there is no universally shared definition. Thus, the researcher summarised the most important aspects of CSR: a company's voluntary contribution to employees, customers, environment and community as much as ethics, sustainability and human rights. However, there still is confusion about the term CSR and related issues. Within the scope of this research other subjects Green Marketing and Corporate Citizenship (CC) have been examined. While the latter focuses on societal measures, the first describes the overall protection of the environment (Maignan and Ferrell, 2004). Both issues are considered to be marketing tools in order to communicate CSR. Hence, they are a part of CSR, encompassing particular areas. Green Marketing is about all product modifications and changes to the production process and packaging (Polonsky, 1994). Therefore, organic, eco-friendly and Fair Trade products belong to the subject as well as reduced transport ways, no unnecessary packaging layers, reusable packaging and recycling. In contrast, Corporate Citizenship describes societal obligations of businesses like donations, voluntary community service or behavioural change campaigns (Kotler and Lee, 2005).

Speaking of ways to communicate CSR initiatives, the second objective outlines which marketing tools are used in the German beer market to communicate CSR efforts, leading to the research question:

2. How are CSR activities in the German beer market promoted and communicated?

For many companies, CSR is an inevitable marketing strategy (Jones, Clark-Hill, Comfort and Hillier, 2007b). It can help differentiating from competitors and thus lead to competitive advantage (Lantos, 2001; Miles and Covin, 2000).

Comment [PW113]: Good to see each research question repeated in the conclusion. This should help to make sure that you address each question.

Research showed that in order to communicate CSR initiatives TV ads, print media and websites as well as Green Marketing and Corporate Citizenship are used. By means of Green Marketing, reusable bottles and crates as well as using latest technology for the production process and reduced transportation ways due to local production are used in the beer market. Regarding Corporate Citizenship, numerous activities to promote responsible drinking and to support communities can be mentioned.

Krombacher's campaign on protecting rain forest is enormously famous and considered to be the most successful sales promotion in the beer market. Also, the survey proved that Krombacher is top of mind, regarding CSR in the German beer market. Hence, CSR is significant in the industry and breweries can benefit from their commitment.

But first, companies have to make consumers aware of CSR activities. Most breweries report about their initiatives on their website only, which is why consumers are not aware of their engagement, if they do not actively search for information. As seen in the survey, there is a lack of knowledge among consumers about CSR initiatives in general and especially in the beer market, although they are interested in the topic and appreciate the company's effort. Thus, the question arises why firms do not report on CSR? One reason could be that their CSR engagement is not as strong as it seems. Consequently, reporting on initiatives can lead to questions for which there are no answers. Furthermore, breweries might not know about the importance of CSR and that consumers value those efforts, so the topic is not part of breweries' communication. Moreover, a company might not be aware of tools and channels they can use in order to promote CSR. Subsequently, consumers' awareness of CSR is limited and breweries cannot fully exploit benefits.

Having mentioned consumers' awareness the following research objective outlines the extent consumers are aware of the implemented CSR initiatives in the German beer industry:

3. To what extend are consumers aware of CSR initiatives in the German beer market?

A prerequisite for consumers buying decision is the awareness of a company's CSR commitment (Mohr, Webb and Harris, 2001). According to research by Sen and Bhattachary (2004) there is a vast difference between businesses' actual CSR effort and their communication which is why consumers are only partially aware or not aware at all of CSR initiatives. Following Schmeltz (2011) and Creyer and Ross (1997), lack of awareness can lead to scepticism. In contrast, Mohr, Webb and Harris (1998) argue that scepticism occurs because of communication.

The survey's results show that among 54% who are not interested in or are against CSR in the beer market, one of the main reasons is that they are not aware of CSR initiatives. So in this case, scepticism develops because there is only limited communication, thus, supporting the argument of Schmeltz and Creyer and Ross: lack of awareness leads to scepticism. However, a smaller group of participants claimed

that they consider CSR as a marketing scam. Hence, this would lead to the conclusion that they are aware of the issue but cast doubt on CSR, which would equal Webb and Mohr's **explanation**: scepticism occurs because of communication.

Comment [PW114]: Year?

Moreover, one can ask whether consumers actually want to be aware of CSR. Based on the survey's results, consumers are generally interested in CSR and appreciate adequate behaviour, but in terms of beer, CSR is of very low importance to consumers. Product attributes such as taste and price are more significant. Yet, the survey's findings show that once customers are convinced of a beer in terms of price and taste, CSR would persuade them to choose this product rather than the same beer without CSR activities. Hence, buyers do not actively search for information about brewery's CSR commitment, but if information is presented to them, it can become a convincing sales argument and reinforce their buyer behaviour. Therefore, communicating CSR initiatives will most likely result in a benefit for breweries.

This leads to the fourth research objective, aiming to outline consumers' general interest in environmental, social and philanthropic issues and in relation to the German beer industry. Based on this target, the following research question developed:

4. How important is CSR to consumers in general and in the beer market?

Customers are increasingly thinking about the importance of CSR in business (Rommelsbacher, 2012). Large retailers, in particular, within the food industry are keen to report on their CSR initiatives (Jones et al., 2007a). However, a study by Binnekamp and Ingenbleek (2008) showed that sustainability labels have no spin-off effect on consumers. Thus, CSR seems to be appreciated by consumers but does not influence the buying decision. In regards to coffee however, Fair Trade products are most successful on the market (De Pelsmacker, Janssens, Sterckx, and Mielants, 2005), so the conclusion can be drawn that the importance of CSR depends on the product category.

Based on the surveys' results, it turned out that CSR is of great importance for consumers in general. The vast majority expects companies to engage in CSR and to behave in a responsible and sustainable manner. Furthermore, most respondents argue they prefer CSR products in general as they feel good about contributing to a good thing and that they like to demonstrate responsibility through their buyer behaviour. However, regarding the beer market, consumers' attitude is different. The majority argues CSR is not relevant to their purchase decision, as other product attributes like taste and price are more important. Nevertheless, many consumers do not consider CSR beer products, because they are not aware of the brewery's CSR commitment. Interestingly, the results show that CSR has an impact on the buying decision if CSR initiatives are communicated clearly, the product's taste is satisfactory and the product is not too expensive because of CSR compared to alternative offers. Findings also indicate that CSR gains

importance, if a manufacturer demonstrates bad CSR, as most consumers would stop buying this product.

Also, researchers (Straughan and Roberts, 1999; Schmeltz, 2011) argue that young consumers are more likely to be concerned about ethical issues and that women deal with ethical issues more seriously. The dependency of age could not be proved based on the executed survey, but the survey confirmed the fact that women are more interested in CSR than men. This should be considered in communicating CSR: When targeting females, communication should focus on promoting CSR initiatives and raising awareness of companies CSR commitment. In contrast, men should be informed about the impact CSR initiatives can have on society and the environment and why it is worth investing in CSR in order to increase their interest in the issue. Based on findings by other researchers mentioned above, the same approach applies to young and old consumers: promoting CSR activities among young consumers, while older consumers need to be informed about the impact and benefit of CSR to raise interest.

Overall, it seems that the importance of CSR is closely related to the influence of the consumers' reactions. Therefore, below the fifth research question will be answered:

5. How does CSR influence consumers' reactions in the beer industry in Germany?

Based on studies by Creyer and Ross (1997) and Mohr, Webb and Harris (2001), consumers reward positive CSR behaviour and punish unethical activities of a company. Furthermore, customer loyalty, purchase intention and the attitude towards the firm improve through CSR (Pirsch, Gupta and Grau, 2007). However, Carrigan and Attalla (2001) argue that consumers do favour CSR commitment, but few actually buy these products. So there is a discrepancy between consumers' purchase intention and behaviour. Boulstridge and Carrigan (2000) even argue that CSR has no influence at all on buyer behaviour, as other factors often take precedence as related to the purchase intention. At first sight, this is confirmed by the findings of the survey: in general consumers appreciate CSR, but in relation to beer, price and taste are much more important. On the one hand, half the respondents argue CSR is not relevant to their buying decision, but on the other hand many say they are not aware of CSR in the beer market. Hence, the influence on their purchase behaviour might be higher, if consumers were aware of CSR. The survey's results confirm this, since 94% would chose the CSR version of a beer, if they had the choice between two identical beers. Furthermore, the survey gives evidence that consumers punish unethical activities, because the majority stated they would not buy their favourite beer anymore if they were aware of CSR abuses. At this point the researcher would like to point out that the results only show how consumers claim they *would* react, but it does not reflect their actual behaviour.

Moreover, findings indicate that CSR leads to a positive attitude towards the brand and trustworthiness of an advert is slightly higher compared to conventional adverts. However,

Comment [PW115]: Nice to see comparison with similar studies.

differences are marginal which is why findings by Pirsch, Gupta and Grau (2007), mentioned above, cannot be confirmed on a solid basis.

According to Peloza and Green (2009) there are three different forms of CSR perception, namely emotional, social and functional. The results of this research paper confirm their findings: Emotional value means CSR is considered as an extra bonus, but not convincing unless negative CSR is reported. Social value describes the phenomenon that consumers want to belong to a certain community or feel enhanced in the eyes of others and therefore buy CSR products. In the survey, this was reflected partially. Only some respondents argued to prefer CSR products in order to demonstrate responsibility or to influence others to do so. The majority states to support CSR in order to contribute to the approach. Thus, they buy those products because they are convinced of CSR and not because they are expected to behave in a certain way. Finally, functional perception is the driver behind integrating CSR in the buying decision, according to Peloza and Green (2009). This has been confirmed, as taste is the most important aspect regarding the beer buying decision. Thus, if CSR would enhance beers' taste, the influence of CSR on the purchase decision would most likely increase. Since this is not the case, taste, respectively functional value, is the driver why the influenced of CSR on buyer behaviour is limited.

Overall, the influence of CSR depends on the product type. While consumers attach great importance to ethically labelled coffee (De Pelsmacker, Janssens, Sterckx and Mielants, 2005), the general interest and appreciation of CSR is not reflected in terms of beer purchase intention, as other attributes are more influential. Nevertheless, improved communication on the subject in the beer market will lead to higher awareness and thus CSR will have a greater impact on buyer behaviour since research showed that consumers reward CSR commitment and are willing to contribute to CSR.

Eventually, the discussion above leads to the question how important will CSR be in the future.

6. How important will CSR be in the future?

Bevan et al. (in Jones, Comfort and Hillier, 2007b) argue that CSR can help differentiating between a firm's products and its image. Furthermore, CSR commitment increases staff commitment, leading to more innovations and thus, resulting in an improved financial performance, supporting profitability and sustainability. Also, CSR commitment is supposed to improve external relations to governments, suppliers and communities. Hence, CSR is of importance to companies and in addition, there is increasing pressure from stakeholders to engage in CSR (Ernst and Young, 2006). Subsequently, addressing social expectations is important for competitive success (Hirschland, 2005, cited in Galbreath, 2009). According to the survey's results, 83% think companies should engage in CSR, which confirms social expectations. Based on Galbreath's research (2009), firms have to meet the needs of the market and in order

to do so, it is important to integrate CSR, as presented by Galbreath's model how to build CSR into strategy. To the researcher's mind, the fact that the *world's largest* brewery, AB InBev, strongly engages in and embedded CSR in its corporate strategy, is a sign of the importance of CSR. In addition, alcohol consumption among German consumers decreases while the number of breweries increases. Hence, competition will become tougher which leads to the conclusion that CSR will have a stronger influence on a company's success in the future.

Comment [PW116]: Good.

5.2 Limitations

Despite the contributions this research made, there are limitations as well. First of all, the restricted time frame of six months allowed no longitudinal study on long term effects regarding the influence of CSR on buyer behaviour. Furthermore, the limited word account of 18,000 words restricted the room of data interpretation and the amount of examined issues.

In terms of the survey, the relatively small sampling size of 209 participants increases the level of bias. Based on the chosen snowball sampling technique for the survey, the group of participants is biased with a larger proportion of people aged between 24-29 years, since the researcher's network was encouraged to take part in the survey. This has also been reflected by high Chi-square values. Hence, data cannot be generalised. Also, misunderstandings on the side of participants regarding questions in the survey can occur from poor communication. On the other side, misunderstandings can develop because a respondent formulated an answer to an open question poorly. Moreover, the difficulty with open questions (qualitative data), is that the researcher forms patterns to analyse the information based on own interpretations, which vary from other researchers' interpretation. But in order to diminish possible doubts about the study's representativeness, findings have been compared with previous research. Finally another limitation to the study is that the survey included few examples of advertisements loaded with CSR. In order to close the gap regarding the influence of CSR advertisement on consumers, further research is required, which will be discussed in the next chapter.

5.3 Future Research

As mentioned in the previous section, future research is needed in various parts. The study carried out the history and several definitions of CSR. However, there is still no widely shared definition of CSR, so future research is needed to close the gap.

Also, as discussed earlier, this research paper sheds light on consumers' attitude, purchase intention and discussed purchase behaviour as claimed by respondents, but does not examine their actual buyer behaviour. Therefore there is a demand for future research to observe actual buyer behaviour.

Another research area in connection with CSR is to examine whether the influence of CSR on buyer behaviour depends on the level of involvement. Does the influence of CSR on buyer behaviour differ between high and low involvement goods? The study focused on one product category and showed that CSR is of different importance compared to other products, for example, coffee. Hence, it would be interesting to examine further product categories and their dependency on CSR.

As this research project addressed consumers' point of view, future research could investigate the importance of CSR from a company's point of view in order to get a holistic view of CSR from various perspectives. In addition, it would be valuable to conduct research on the influence of CSR on other stakeholders, such as employees. Does their commitment increase in relation to the level of the company's CSR commitment? Overall, more qualitative research on CSR is necessary to enhance the knowledge of the topic.

Comment [PW117]: What about Cross-cultural research?

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