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Consumer Perspectives: Corporate Social Responsibility Through Advertisement and Publicity

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CONSUMER PERSPECTIVES: CORPORATE SOCIAL RESPONSIBILITY THROUGH
ADVERTISEMENT AND PUBLICITY

By

Margaret George

Bachelor of Arts in Communication
Boise State University
2014

A thesis submitted in partial fulfillment
of the requirements for the

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Hank Greenspun School of Journalism and Media Studies
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ABSTRACT

Consumer perspectives: corporate social responsibility through
advertisement and publicity

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Corporations around the globe invest a considerable amount of resources in corporate social responsibility (CSR) initiatives. A delicate challenge for practitioners of this growing business practice is effectively leveraging media to communicate CSR to encourage positive perceptions of that brand from the public. Grounded in legitimacy theory, this study seeks to determine the most effective medium to communicate companies' environmental and social CSR to increase positive perceptions. The research is operationalized through a quasi-experimental design that deployed two sets of questionnaires containing an advertisement and publicity stimuli depicting a brand's environmental or social CSR to a random population. Participants' responses provided data on consumers' CSR perception, involvement, trust, and recommendation likelihood. Environmental CSR advertisements communicate CSR initiatives more effectively to raise levels of positive perceptions in terms of that brand's environmental sponsorship, resource allotment, contribution and impact perspective. Additionally, environmental CSR advertisement encourages higher levels of involvement in terms of concern and value; trust in regards to CSR sincerity; and recommendation likelihood in respect to both brand word of mouth and recommendation and CSR word of mouth and recommendation.

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TABLE OF CONTENTS

Abstract.....	iv
Acknowledgements.....	v
List of Tables.....	vii
Chapter One: Background.....	1
Introduction.....	1
Purpose of the Study.....	4
Significance of Study.....	4
Chapter Two: Theoretical Framework.....	6
Chapter Three: Literature Review.....	9
Corporate Social (Ir)Responsibility: Criticism of CSR.....	9
Consumer Perception of Motive.....	12
CSR: Advertising vs. Publicity.....	14
CSR Communication: Consumer Perception Impact.....	18
Summary of Previous Research.....	20
Chapter Four: Method Section.....	22
Research Question and Hypotheses.....	22
Research Method.....	23
Questionnaires.....	25
Chapter Five: Results.....	32
Manipulation Check.....	32
Analysis.....	33
Hypotheses testing.....	35

Chapter Six: General Discussion & Conclusions.....	39
Discussion.....	39
Limitations.....	42
Future Research.....	43
Conclusion.....	44
Appendix A.....	58
A.1 – Lee Jeans Publicity Article.....	46
A.1.a – Lee Jeans Publicity Questionnaire.....	47
A.1.b – Lee Jeans Publicity Questionnaire Link	47
A.2 – Lee Jeans Advertisement.....	49
A.2.a – Lee Jeans Advertisement Questionnaire.....	50
A.2.b – Lee Jeans Advertisement Questionnaire Link.....	55
A.3 – Lee Jeans Control Questionnaire Link.....	51
B.1- Patagonia Publicity Article.....	52
B.1.a – Patagonia Publicity Questionnaire.....	53
B.1.b – Patagonia Publicity Questionnaire Link.....	55
B.2 – Patagonia Advertisement.....	55
B.2.a – Patagonia Advertisement Questionnaire.....	55
B.3 – Patagonia Control Questionnaire Link.....	57
B.4 – UNLV Office of Integrity- Human Subjects.....	57
Appendix B.....	58
B.1– Original Scales.....	58
B. 2 – Modified Scales.....	61

Appendix C.....	62
Table 1	65
Table 2	66
Table 3	67
Table 4:	68
Table 5:	74
Table 6:.....	75
Reference.....	77
Curriculum Vitae.....	82

LIST OF TABLES

Table 1: Manipulation Check of Means.....	65
Table 2: Manipulation Check of Significance.....	66
Table 3: Dependent Variables Descriptive Statistics.....	67
Table 4: Questionnaires and Descriptive Statistics.....	68
Table 5: One-way ANOVA.....	74
Table 6 Post Hoc Tukey Test: Multiple Comparisons.....	75

CHAPTER ONE: BACKGROUND

Introduction

Historically, the concepts “corporate” and “responsibility” have not been naturally paired, however the new age of business reflects a change in the relationship between corporation and stakeholder bringing these terms together. This practice, known as corporate social responsibility (CSR) leverages corporate resources for the greater good of the community while creating a competitive advantage for the corporation. The benefits afforded the community by CSR are amplified when media such as advertising and publicity are leveraged to share the impactful story. However, communicating CSR is delicate. This places greater emphasis on using the right medium to convey CSR messages while minimizing skepticism of that corporation (Lu, et al., 2013; Menon, & Kahn, 2003; Tench, et al., 2007; Skard, S., & Thorbjørnsen, H. 2014).

Law interpreted from the Fourteenth Amendment established corporations as separate legal entities, which permitted them personhood (U.S. Const. amend. XIV). This ability to enjoy unique aspects of individual citizenship allows them rights and responsibilities such as the capacity to take loans, enter contracts, hire employees, sue and be sued, pay taxes, and own assets. Limited liability is the ability of stockholders to garner profits through dividends, while not holding any accountability for the corporation’s debt (Storck, 2012).

Corporations are multidimensional and managed through the lenses of multiple stockholders with the purpose to market and supply “in demand” services to the marketplace. Corporations often require a multitude of resources from the community to supply the marketplace with in demand products or services. This creates a strong obligation to use these accumulated resources to provide goodwill and altruism by giving back socially and environmentally to society through CSR.

Corporations exist and have invaluable resources because of their initial grassroots in the communities from which they draw much of their support. This constitutes a strong argument in favor for CSR to be a vital element in corporate operations. Acting as responsible global citizens is an ethical duty and mutually beneficial to both the corporation and community. CSR is based on the principle that operating with sound ethics and core values will offer clear business and societal benefits while sustaining a competitive advantage (Quester, 2013; Lu, et al., 2013; Menon & Kahn, 2003). "Corporate Social Responsibility is the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large" (Holme & Watts, 1999, p. 3).

As a business practice, CSR gained popularity in the 1980s as a response to increasing conglomerate corporations and evolving business practices (Panwar et al., 2006; Franklin, D. 2008; Castelo & Lima, 2006). CSR generally applies to efforts that go beyond government mandates and works to take responsibility for the corporate impact on community welfare and environmental impact. CSR has become a mainstream corporate action in recent years with an estimated \$300 billion spent by corporations on charitable giving in the United States alone (Vlachos et al., 2009; Franklin, 2008). This is reflective of a recent change in consumer activism that has shifted corporate and stakeholder relationships to community investments. This evolving relationship is a result of the public's new eagerness to support and reward "good" companies, while opposing and punishing the "bad" ones (Lewis, 2001, p. 32).

Consumers form the public opinion that drastically advances topics, causes, and issues. Consumers have become even more influential due to the power of modern communication techniques that allow individuals to publicize word-of-mouth statements to the public through

shared online social platforms. Communicating CSR to consumers has become a high priority for corporations making good and ethical communication practices essential (Trench et al., 2007; Fieseler et al., 2010; Dawkins, 2005). A prominent challenge in CSR communication is how to convey the corporation's goodwill and diminish skepticism. The medium used to convey the CSR message is an important component in communication strategy (Skard & Thorbjornsen, 2014). Corporations have leveraged media by deploying advertisements or earned publicity articles to communicate its CSR efforts.

The field of CSR has devoted substantial resources to the amount of research conducted on CSR and effective communication media. The research heavily focuses on communicating CSR to key stakeholders such as consumers, shareholders and employees (Dawkins, 2005). Critical analysts, Stadler (2004) and Sandoval (2013), each evaluated a company's CSR and their intent behind programs and communications. Researchers Vlachos et al., (2008) and Brown & Dacin, 1997 each analyzed consumers' perception of corporate motives behind CSR. Skard and Thorbjornsen's (2014) research investigated the contrasting nature of advertising and publicity, whereas Quester's et al., (2013) research focused on consumer's perception of a congruent fit between a company and its CSR. Maria Bogel (2015) analyzed consumer processing of CSR communication, examining if consumers with high versus low CSR involvement differ in CSR communication processing. These CSR researchers have laid the groundwork of CSR communication research upon which this current study is built.

This study will have the following structure. The first chapter provides background on the major themes and topics addressed in this study such as CSR, communication and media, and outlines the purpose and significance of the study. Chapter two presents the theoretical framework that motivates this area of study. The existing literature on CSR and communication

is reviewed in chapter three. Chapter four outlines the study's methodology and provides clear definitions and scales that were deployed. Chapter five addresses the results followed by chapter six where conclusions, implications, limitations and future research are discussed.

Purpose of the Study

The purpose of the study is to yield best practices for communicating CSR through media to gain positive perceptions from customers about corporations' environmental and social initiatives. "According to a study by Reputation Institute, a private global consulting firm based in New York, your willingness to buy, recommend, work for, and invest in a company is driven 60% by your perceptions of the company—or its reputation, and only 40% by your perceptions of the products or services it sells" (Smith, 2013, Forbes). This asserts the importance to attain positive perceptions among stakeholders, especially consumers.

The study aims to address the following research question:

RQ: What media best communicate CSR initiatives to yield positive perceptions and higher levels of involvement, trust and recommendations from consumers?

CSR communication is a very delicate matter (Du et al. 2010). Communication approaches through different media can potentially yield desired positive outcomes, or create heavy criticism and backlash from the public (Dawkins, 2005; Tench, et al., 2007; Skard, & Thorbjornsen, 2014). Analyzing CSR shared through publicity compared to advertising will contribute a richer understanding of CSR communication. Thus, this study will add to the discussion of challenges and opportunities anticipated with CSR communication and offer insight on best external communication practices through media.

Significance of Study

The significance of this study is that by establishing strong best practices for communicating CSR it will encourage the circulatory advantageous relationship between a

company and the community it serves. Twenty-first century consumer activism has led to corporations' considerable investment back into its community, shifting corporate and stakeholder relationships. Today's consumers are more prone to support companies viewed as socially responsible than those that are not. The public's heightened interest in a corporation's citizenship has increased corporate investment in communicating their CSR through the most advantageous medium to achieve legitimacy from these audiences (Branco & Rodrigues, 2006; Lewis, 2001; Vlachos et al., 2009).

As previously noted, CSR has become a mainstream corporate action with an estimated \$300 billion spent annually by corporations on charitable giving. Corporations have various valuable resources at their disposal, which if used properly and ethically, can provide exceptional services for society, both socially and environmentally. It is important for corporations to identify the mutual benefits afforded by CSR in order to increase the likelihood of initiating CSR programs. Not only will CSR efforts benefit the community, they can also yield positive and desirable results for corporations through ethical practices and communication approaches.

CHAPTER TWO: THEORETICAL FRAMEWORK

This study, focused on CSR communication, is grounded in legitimacy theory. The theory suggests that legitimacy is attained through corporate communication where CSR messages are sent to relative internal and external stakeholders (Arvidson, 2010; Branco & Rodrigues, 2006). Legitimacy theory, as it pertains to today's CSR, was developed only when CSR had become a recognized business practice in societal terms. However, before reaching its current point in business, CSR underwent a number of theoretical perspectives in the preceding decades.

CSR, as a business practice, is a relatively new development in the long history of business. CSR was first conceptualized in the business society within the last century in the 1920's. It found new life in the 1950's after the Great Depression and World War II, where the focus was on a company's obligation to society. Later, in the 1970's, the public proposed that CSR stood for corporate social *responsiveness*. CSR as we know it today gained popularity in the 1980's as a response to increasing conglomerate corporations and evolving business practices (Arvidsson, 2010; Panwar et al., 2006; Carroll, 1999).

Bowen, one of the first CSR theorists, notably defined CSR as, "the obligations of businessman 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 to our society" (Bowen, 1953, p. 6). This assertion has grown into a widely accepted common belief, leading it to a societal norm expecting corporations to contribute back into the community. The idea that a "social contract" exists between business and society forms the foundation for legitimacy theory and lays the theoretical groundwork for this study. (Branco & Rodrigues, 2006; Carroll, 1999).

Legitimacy theory meets many of the criteria set forth by renowned theorists Chaffee and Berger's (1987) list of necessary attributes. The first attribute needed is explanatory power, which is the theory's ability to provide plausible explanations for the phenomena it was constructed to explain. Second, a good theory demonstrates predictive power. Third, simple theories are preferred over complicated ones. Fourth, good theories are amendable to and stand up to tests of falsifiability. Fifth, good theories have internal consistencies and can be evaluated separately from empirical tests. Sixth, a good theory should expand the range of knowledge and contribute new hypotheses. Seventh, a good theory has the power of organization and can formulate extant knowledge. Chaffee and Berger's (1987) list of attributes live within legitimacy theory demonstrating its worth as a good theory.

Legitimacy theory meets many of the criteria set forth by Chaffee and Berger. First, legitimacy theory is a simple one that asserts that corporations gain legitimacy by operating within the societal norms set forth by the community. "Legitimacy theory is according to which companies disclose social responsibility information to present a socially responsible image so that they can legitimize their behaviours to their stakeholder groups" (Branco and Rodrigues, 2015, p. 236). Next, the explanation of the phenomena is met by asserting that companies achieve legitimacy through operating within societal norms and expectations, which is also an internal consistency of the theory. This implies that corporations voluntarily disclose CSR in order to gain, maintain or repair legitimacy with relevant stakeholders creating a falsifiable option to the theory. Therefore, for today's corporations to be considered legitimately socially responsible, CSR initiatives must be accessible and visible, which demonstrates it meets the predictive power and internal consistencies criteria set forth by Chaffee and Berger.

William Frederick (1994), examined the transition from the philosophical-ethical concept

of CSR to the action-oriented managerial concept of corporate social responsiveness. He asserted that in order to be considered a socially responsible company, the management teams should respond to societal demands. Based on the “social contract” that exist between a business and society, legitimacy theory proposes that society supports companies that fulfill the public’s expectation of how operations are to be conducted. Hence, a company’s prosperity can hinge on whether their CSR initiatives are in accordance with society’s values and norms.

Legitimacy theory studies suggest that companies in industries with a high visibility are expected to exhibit greater concern to improve their corporate images. This is especially true for corporations in industries with high environmental or social impacts. Companies in industries with larger environmental impacts are more likely to provide environmental information to earn legitimacy through transparency (Branco, & Rodrigues, 2006). Borglund (2009) asserted to decrease skepticism, companies must have clear, transparent and verifiable CSR communication that discloses both progress and failures.

The stakeholder perspective builds upon legitimacy theory when the public legitimizes a company that responds to pressing societal issues. “Following the nonfigurative and broad nature of society, Freeman (1984) introduced the stakeholder perspective as a way for management teams to define which part of society they should respond to regarding CSR” (Arvidsson, 2010, p. 340). Therefore, a company must determine the important social and/or environmental issues that impact its relative stakeholders to create a considerable impact in their communities.

CHAPTER THREE: LITERATURE REVIEW

Corporate Social (Ir)Responsibility: Criticism of CSR

There is a multitude of criticisms surrounding CSR as a result of misleading and dubious CSR practices that have led the field into controversy. For a corporation to accurately portray and communicate CSR to its stakeholders, it must first know where others have gone astray and understand the heavy criticism surrounding the practice. The following literature analyzes CSR's move from responsibility to *irresponsibility*.

Stadler (2004), a critical analyst, researched the use of commercial communication strategies and its effectiveness as a CSR Public Service Announcement (PSA) for media advocacy. Stadler criticized that while CSR aims to benefit worthwhile causes, it is not an entirely selfless act when considering the brand recognition that also motivates it. She conducted a content analysis of the HIV/AIDS pro bono campaign produced by the Levi Strauss Foundation, Saatchi & Saatchi, and the 'Vuka Awards' to research the effectiveness of investing corporate initiatives alongside social responsibly. The purpose of this analysis was to question the ability of corporations to apply commercial advertising techniques effectively, in order to produce the same proactive outcomes as a PSA.

Standler used semiotics as a theoretical basis behind her critique to question the use of commercial advertising in producing the same proactive outcomes as a PSA. Through her analysis of the semiotic impact of media representations, Standler concurred that problems arise from the "commodification of social issues" (p. 602). Social issues can be cheapened and trivialized by attaching superficial merchandise to it.

Advertisement about social issues raises multiple avenues of discussion and important questions. Standler raised important implicit questions that pertained to PSA shock tactics and

the effectiveness of corporate pro bono work. She argued it is not uncommon for PSAs to use the impact of shock tactics in their messaging, however the minimal research conducted on audience perception in the HIV/AIDS campaign to date provoked some negative effects. Ads created for the HIV/AIDS campaign with the intention to shock, in turn communicated some unintended messages.

Standler also found communication conflict, and message confusion when multiple organizations united to perform pro bono work for this single cause. Confusion was the result of a wide range of clashing interests, persuasive strategies, and objectives. Stadler concluded that CSR efforts can be skewed if not conducted in an authentic manner, and conflict would arise in projects where profit and brand recognition motivate the design. However, if a corporation is willing to make the financial commitment to conduct reliable audience perspective research used to produce a distinct informative message with clear goals, then an authentic corporate PSA can be produced.

The research provided insight into the pitfalls into which corporations stumble, and how they can be avoided through the critical analysis of the HIV/AIDS campaign. The qualitative research method used in the study provided a description and critique of Levi Strauss' HIV/AIDS campaign. Stadler also suggested using focus group research methods to determine the effects of the message on a target audience. The absence of empirical data in the research was inadequate to provide a fully conducted analysis of the campaign.

Sandoval (2013), another critical theorist, conducted a content analysis of some of the most recognizable CSR corporations, Microsoft, Google, and the Walt Disney Company, to bring attention to their corporate social (ir)responsibility. In her critical essay she debated the current role of CSR and hypothesized proactive CRS reform. She intended to bring attention to

the lack of empirical and theoretical research on corporate social (ir)responsibility pertaining to communication and media companies. Throughout the article, Sandoval raised implicit questions about CSR, and its current function in companies. The article raised questions about the lack of empirical and theoretical studies about CSR, the controversial CSR acts of media and communication companies, and the possibility of alternative CSR options.

Sandoval's research showed that 47,000 individuals from 15 different countries perceive these corporations as the world's most socially responsible companies. Qualitative analysis found that each of these corporation's business practices ethically conflicted with socially responsible principles. For instance, Microsoft's pledge to serve the global community needs is nearly impossible due to its anti-competitive software monopoly. Google provides services free of charge to the public, while it simultaneously converts that public into a commodity sold to advertisers. The Walt Disney Company represents an image of dreams and fantasies to millions of consumers, however represents a different images to the thousands of Disney employees working to produce products in sweatshop-like conditions.

Sandoval concluded with a new CSR model believed to provide a solution to the corporate social irresponsibly. The proactive solution transforms CSR into Responsibility to Socialize Corporations (RSC). RSC, a dialectical approach, is the idea of socializing capitalist corporations that transform private wealth into common wealth.

In the end, CSR remains in the balance of the corporation's ethics and true motivations. When CSR efforts are exploited for good marketing and publicity, it will result in criticism and an unwanted backlash against the corporation. Alternatively, authentic altruistic intentions will not only benefit the worthwhile cause and the community, but it will also yield desired support.

As earlier stated, the public has achieved a much more active role through actively rewarding “good” companies and punishing “bad” companies (Lewis, 2001, p. 32).

Consumer Perception of Motive

Vlachos et al., (2009) examined how, when, and whether consumers’ perception of corporate motives have a direct effect on the consumers’ evaluation and response to corporate CSR efforts. Although their research did not define perception, they did assert that it acts as a moderator that alters relationships between customer responses and CSR. Consumers tend to differentiate corporations’ CSR efforts by four different motivations: egoistic-driven, strategic-driven, stakeholder-driven, and values-driven. An egoistic-driven motive exploits the goodwill cause, as opposed to benefiting it. Strategic-driven motives benefit the cause while attaining business goals. A stakeholder-driven motive reacts to pressure from stakeholders. Values-driven motives are based on altruism and true compassion. The researchers investigated how each CSR motive affects consumers’ trust, patronage intentions, and positive recommendations, as well as examined the relationships associated with the moderating role of service quality perceptions, and the mediating role of consumer trust (Vlachos et al., 2009, p. 171-173).

Vlachos et al. employed an experimental method that utilized the mobile service industry, and randomly sampled 830 residents in Greece as the empirical context for this study. This was an appropriate method due to the mobile service industry’s investment in cause-related marketing, and the trust apprehensive relationship with their customers. Two 10-point Likert scales were used by the respondents to indicate how likely they believe their current mobile phone provider would be to donate a set percentage of income it received from text messages sent during Christmas time.

The results indicated that all measures conformed to convergent validity, discriminant validity, accepted reliability, and established unidimensionality ($\chi^2 (248) = 1,218, p < 0.00$), RMSEA = 0.069, CFI = 0.94 (Vlachos et al., 2008, p.174). This supports the “direct effects hypotheses”, finding that motive does have a direct effect on consumer’s evaluation of a corporation. Stakeholder-driven attributes have a negative impact on trust and patronage intentions, and no effect on recommendation intentions, while strategic-driven attributes only had a negative effect on trust, but not patronage intentions. Values-driven attributions had a positive influence on consumer trust and patronage intentions, whereas egoistic-driven attributions decrease trust, patronage intention, and recommendation intention. The statistical analysis also found that service quality does not moderate strategic-driven attribution trust, supporting the importance of consumer trust in the CSR evaluation process. However, no support was found that suggested there would be a positive relationship for high-perceived service quality.

Communicating CSR efforts to the public is analogous with cause-related marketing (CRM), which is a strategy used to increase marketing objectives such as sales through supporting social causes (Brown & Dacin, 1997). Barone et al. (2000) employed an empirical study to investigate if CSM efforts affect consumers’ brand choices. The purpose of the study was to answer the implicit question of what is the consumer’s perception of corporate motives behind supporting worthwhile causes. Their two hypotheses stated that while under conditions of inter-brand homogeneity, choice probabilities for a brand will improve, H1: “when it possesses an advantage in terms of motivation to support causes, regardless of the size of the advantage,” H2: “with increases in the size of its relative advantage in terms of motivation to support causes” (2000, p. 250).

The authors did not use a theoretical basis for their work, but conducted an experiment to investigate their hypotheses. This appropriate research method manipulated information about two companies and presented it to one hundred and sixty-five undergraduate business students that were randomly assigned “to the cells of a 2 (company motivation to support causes) X 3 (performance trade-off) + 2 (control group) design” (2000, p. 251). Their statistical analysis employed an ANOVA that showed that respondents perceived the company’s performance trade-offs and motivation as intended. The results found support for H1 and H2.

The authors expressed in the discussion that brand choice under inter-brand homogeneity was the strongest influence of CRM. Although a percentage of participants using the brand decreased due to trade-offs in price or performance, many accepted the increased price or lower performance because of perceived CSR. This contributes to the field of CSR communication research by producing supporting evidence that customers are willing to accept price and performance tradeoff because of CSR perception.

CSR: Advertising vs. Publicity

Corporations want the public to be aware of their CSR efforts, and will usually employ either advertisements or publicity to convey CSR efforts. Advertisements work to persuade consumers to either purchase a product or change their opinions. Publicity acquires editorial coverage of the effort or event through a third party while not recognizing a message sponsor. Although publicity receives higher credibility from the message being conveyed through editorial content, as opposed to an identified message sponsor, the message may not always be successful, depending on the corporation. It is essential to consider theoretical implications and weigh each carefully because advertising and publicity choices are so influential of consumers’ perspective of a corporation’s CSR acts (Skard & Thorbjornsen, 2013, p. 151-152).

Corporations must weigh the importance of message credibility and message control when attempting to communicate CSR efforts. Publicity messages, although considered to be more credible, have the disadvantage of forfeiting message control to a third-party, and the negative effect of “increased information processing”. The increase of messages in society has created a more skeptical consumer who scrutinizes editorial content more thoroughly.

Advertisements may allow for message control, but they contain low source credibility because of their obvious biased and persuasive nature, and vested interest in the message (Cameron, 1994).

The contrasting nature of advertising and publicity creates an array of advantages and disadvantages that have led to diverse results in their relative effectiveness. Prior product knowledge has been found to be an immense factor in communication method effectiveness, which favors advertising. Skard and Thorbjornsen refer to Eisend and Kuster’s “credibility ceiling effect,” which argues that consumers with prior knowledge want less credible source reassurance and more positive advertising that confirms product experiences (Eisend & Kuster, 2011).

Skard and Thorbjornsen (2014) aimed to resolve skepticism, and express corporations’ authentic motives for initiating social responsibility by analyzing publicity and advertising with respect to CSR. They wanted to identify how a brand’s reputation affects socially responsible sponsorship through traditional advertising (corporate source) compared to publicity (non-corporate source), and to establish how a brand’s pre-existing reputation impacts the source effects of social sponsorship communication. Classical communication theory suggested that customers often distrust sources they perceive as biased, or self-serving, and they tend to perceive the sincerity of an act by the communication channel that the act is transmitted.

To test these assumptions, Skard and Thorbjørnsen (2014) employed an experimental method that partnered a fictitious cereal brand, Lucky Grain, with Save the Children, a real non-profit organization. They communicated this partnership through an editorial newspaper story and a print advertisement to conduct a comparison. The method surveyed 360 Norwegian men and women between the ages of 19 and 57 about the fictitious partnership to test publicity versus advertising, and low versus high brand reputation. Their responses were measured on a 7-point Likert scale that gauged the participant's level of agreement with statements about perceived fit, sponsorship, overall brand evaluation, and purchase prospect.

Results of Skard and Thorbjørnsen's experiment found that participants reading low-reputation manipulation text ranked the brand significantly lower than those reading high-reputation manipulation text ($F(1,358) = 12.86, p = .000$). The second statistical analysis measured interaction effects that showed a significant relationship between communication source, and brand reputation on overall brand evaluation ($F(1,358) = 9.42, p = .002$). These results indicated that the successes of CSR communication efforts are dependent upon the positive or negative reputation of the sponsoring brand. Low-reputation brands generate preferred results from advertisement, while high-reputation brands yield desired responses from editorial messages (Skard & Thorbjørnsen, 2014, p. 155- 157).

Perceived fit of corporate sponsorship is another important aspect contributing to the successful and effectiveness of advertising and publicity. The relationship between a sponsor, its message, and CSR effort, should form self-congruity. Self-congruity theory refers to the relationship between the consumer's self-concept and a brand's image. With the corresponding relationship derived between the customer's impressions and the brand's image, one could predict brand loyalty, attitudes, and choices. Quester et al. (2013) investigated self-congruity and

perceptions of CSR created through community-based sponsorship. They proposed that community based sponsorship would create a positive perception of CSR that will result in favorable sponsorship outcomes, like self-congruity, and that congruence between CSR and the sponsored brand image will produce positive associations. The authors implicitly asked to what effect does sponsorship and brand congruence have on consumers' opinions. This question was tested through three hypotheses related to the CSR similarity, corporate positioning similarity, and attitude similarity between the sponsor and the event (2013, p. 998).

Quester et al. employed a quantitative research method distributed surveys to 1,900 general members of an Australian Rules Football sporting club, using a scale from 0 to 6 to measure the degree of similarity. They yielded 226 responses to this survey, 85% of which were males. Results employed ANOVA statistical analysis through use of a four-factor model, which demonstrated the psychometric properties of the scales. It reflected the significance of the convergent validity of all scales at $p < 0.01$ and indicated a strong reliability by exceeding 0.85. Two of the hypotheses tested by the authors found support for the relationship between perceived fit with attitude similarity and corporate positioning similarity (p. 999). These results found that self-congruity can be a result of the perceptions of CSR formed from community-based sponsorships. The strength of sponsorship effectiveness is related to consumer's perception of a congruent fit (Quester et al., 2013, p. 998).

The authors contributed knowledge to the field of CSR, sponsorship, and self-congruity in a well-written article that exhibited excellent style and formatting. Self-congruity can be a result of the perceptions of CSR formed from community-based sponsorships. The strength of sponsorship effectiveness is related to consumer's perception of a congruent fit.

CSR Communication: Consumer Perception Impact

Bogel (2015) analyzed consumer processing of CSR communication, examining if consumers with high versus low CSR involvement differ in CSR communication processing. She used an experimental survey to examine participants' response to CSR stimulus. The method and variables used by Bogel are adapted to answer the research question of this study.

The elaboration likelihood model (ELM) lays the conceptual framework for Bogel's research to explain the different ways in which consumers process CSR communication. Petty and Cacioppo (1986) produced the original groundwork for this theory that outlines an approach for communication-induced attitude change. This theory organizes, categorizes, and understands the basic processes that underlie the effectiveness of persuasive communications. ELM derives from the two distinct routes to persuasion – central route and peripheral route. The central route of persuasion is the result of an individual's cautious consideration of information presented to them in advocacy. The peripheral route to persuasion relies on the general impression and not scrutiny of the information.

Bogel presented participants with a fictitious clothing company's CSR initiatives in two phases. The first phase presented the participant with information about the fictitious company to make it appear more authentic and realistic. Information such as clothes and number of stores made it appear to be comparable to well known clothing stores H&M and Zara. This information was presented in forms of screenshots from the company's website, a newspaper article and blog about the company. To examine the persuasiveness of the CSR media, all the basic information presented was slightly negative. A control group was used in a pretest to test the manipulation of the company's image. The second phase implemented the fictitious company's CSR newsletter.

This newsletter contained items that listed ways how the company takes responsibility for its employees, society, and environment.

The researcher sought to explore key variables around CSR and the employee stakeholder. The first variable Bogel measured was CSR involvement where she used importance items from Zaichkowsky's initial Personal Involvement Inventory (PII; Zaichkowsky, 1985; Hallahan, 1999). Zaichkowsky's involvement scale, derived in advertising research, asserts that characteristics of the person, stimulus, and the situation are all factors of involvement. "One or more of these factors could affect the level of involvement with the stimulus in context of involvement with products with advertisements or with purchase situations" (Zaichkowsky, p. 59, 1994). For this scale, Bogel provided a definition of CSR and then asked the participants to complete a sentence using 12-item semantic differential scales with a corresponding Likert scale.

The second variable measured in Bogel's study was trust. Bogel used the definition of trust from previous measurement approaches of consumer trust in social/environmental responsibility contexts (Osterhus, 1997). Here, trust was defined as "the decision of a person to believe that a company is acting socially responsible, e.g. takes care of the environment." Bogel measured this definition of trust by adapting the CSR perceptions model from Menon and Kahn (2003) to a trust scale. Once again, after reviewing the stimulus the participants rated their agreement to sentences measuring trust on a corresponding Likert scale.

The third variable tested in Bogel's study was the participant's willingness to recommend the company to other individuals. Willingness to recommend the company based on CSR is an extension to the earlier used definition of trust. Customer recommendation, or word of mouth,

behaviors were also measured on Richard Oliver (1984) satisfaction scale, which was devised to measure the intention of word-of-mouth recommendation.

Bogel's manipulation check ($n = 47$) found that there was a significant difference in initial company image between participants apart of the control group ($n = 20$) versus the experimental group ($N = 27$). Bogel then tested each hypothesis with the results. H1 suggested that participants with high CSR involvement were more attentive to CSR information compared to participants with low CSR involvement, however this did not reach statistical significance ($p = 0.234$). H2 suggested that high CSR involvement participants would have less trust in a company's CSR activities compared to participants with low involvement levels, which yielded statistical significance ($p = 0.029$). H3 proposed that participants ask for more detailed information about a company's CSR activities when their CSR involvement is high rather than low, which found statistical significance ($p = 0.049$). Additionally, Bogel found that consumers differ in communication processing dependent upon their CSR involvement and expectation of persuasion used in the communication. This implies that involvement can be used as a "target-group specific CSR communication", meaning a company must target involved groups with their CSR communications to yield a receptive outcome (2015, p. 138).

Summary of Previous Research

Existing literature on communication and CSR provides vast amounts of knowledge on the topic, however leaves holes for future inquiry. The literature examined throughout this chapter demonstrates that CSR is prevalent and valuable to corporations, their stakeholders and communities. What is known is that there is a demand for corporate transparency from the public and a desire to communicate ethical business practices to consumers. CSR researchers demonstrated the importance of motive behind CSR and the impact it has on consumer

patronage, as well as perceived fit of the initiative and brand (Vlachos et al., 2009; Quester et al., 2013; Brown & Dacin, 1997). Corporations must tread lightly to avoid backlash and skepticism from the public if CSR is misleading or irresponsible (Stadler, 2004; Sandoval 2014).

Communication channels used to share a corporation's CSR story can have an impact on the way the story is received. Communication efforts are also dependent upon the brand's reputation (Eisend & Kuster, 2011; Skard & Thorbjornsen, 2014).

The existing research examined in the literature review is useful in laying the groundwork for additional examination into this field of study. However, what is still yet to be determined is how using media to communicate a corporation's CSR can impact the consumer's perception of that company. There is relevance in examining how distributing a CSR piece through specific media channel can influence key dependent variables such as involvement, trust, and recommendation likelihood.

CHAPTER FOUR: METHOD SECTION

Research Question and Hypotheses

Since the 1980's, CSR has become increasingly more popular and an integral part of corporate culture, as well as an expected practice from the public. So much so, that many corporate resources have been invested into communicating these responsible acts to the corporation's various stakeholders. Therefore, research in this field has escalated along with CSR communication demands. This study aims to answer the following research question:

RQ: What media best communicate CSR initiatives to yield positive perceptions and higher levels of involvement, trust and recommendation likelihood from consumers?

Which leads to the hypotheses:

H1: Exposure to a corporation's CSR publicity will enforce positive perceptions of the brand's environmental/social:

- a) sponsorship
- b) commitment/resources allocated towards their efforts

H2: Exposure to a corporation's CSR advertisement will enforce positive perceptions of the brand's environmental or social:

- a) contributions
- b) impact

H3: Exposure to a corporation's CSR advertisement will enforce higher levels of involvement.

H4: Exposure to publicity of a corporation's CSR will enforce higher levels of trust.

H5: Exposure to publicity of a corporation's CSR will drive higher levels of recommendation likelihood.

Research Method

There are a number of methods that have been applied to CSR studies, and just as many variations deployed in CSR communication research. This study will utilize a quasi-experimental design to examine consumers' perspectives of a high socially responsible reputation brand and a high environmentally responsible reputation brand. Lee Jeans was selected as the high socially responsible reputation brand because of their well-known Denim Day that has raised \$93 million dollars for the American Cancer Society since 1996 (Lee Jeans, 2014). Patagonia was selected as the high environmentally responsible reputation brand because of its notable stance on sustainability that is reflected in its products and public positions (CSR Central, 2015). The quasi-experimental method was selected as the best method to fully gather the complexity of communicating CSR through media and examining the impacts. This method encompasses various aspects from different methods that effectively apply to CSR communication research. The results yielded by this study will provide insightful analysis of externally communicating CSR to consumers that will contribute knowledge to this growing field of corporate interest.

The survey will be deployed over the Internet through the online survey platform "Qualtrics" on the crowdsourcing Internet marketplace "Amazon Mechanical Turk." Amazon Mechanical Turk is a marketplace for work that requires human intelligence where random participants will complete the Qualtrics questionnaires designed for Lee Jeans and Patagonia. This platform is an ideal tool for conducting online social behavioral research because it procures subjects to execute the task and collects data for analysis. Mason and Suri (2011) assert that the major benefits of Amazon Mechanical Turk are subject pool access, subject pool diversity, and low cost. "The key benefit of these platforms to behavioral researchers is that they provide access to a persistently available, large set of people who are willing to do tasks—including

participating in research studies—for relatively low pay” (Mason & Suri, 2011, p.1). The questionnaire seeks 450 usable responses, 100 from each publicity and advertisement question and 25 of each control. Participants are compensated \$0.25 to encourage participation and completion.

In this quasi-experimental method, there will be three questionnaires designed for both Lee Jeans and Patagonia. For each brand, one questionnaire will contain an advertisement stimulus whereas the other questionnaire will contain either the publicity stimulus or no stimulus acting as the controlled survey. The stimulus will be the only variance between the questionnaires relating to the specific company.

Deploying the survey as part of the quasi-experimental design has been a useful method in other researcher’s studies in this field. For instance, CSR communication researcher, Bogel (2013), yielded her findings from a questionnaire that modifies scales based on involvement, trust and recommendation likelihood. These scales used by Bogel will serve as the foundation for measuring consumers’ perspectives of Lee Jeans’ and Patagonia’s CSR in this research.

The questionnaires (A.1.a; A.2.a; A.3; B.1.a; B.2.a; B.3) deployed for this study will have five sections. The first section provides a brief summary of the purpose of the study, as well as age requirement, the estimated time it will take to complete, a disclaimer from the UNLV Office of Research Integrity (IRB) – Human Subjects and consent. If the participant consents, they click forward to the next section that gauges preexisting knowledge of CSR. The third section contains either a publicity or advertisement stimulus or none at all. This is followed by a series of questions in the fourth section on scales used to measure dependent variables related to the stimuli. These questions will be measured on scales regarding initial perception as well as

involvement, trust and recommendation likelihood. The fifth section asks questions in regards to demographics.

Questionnaires

The first section provides the participant information about the study and acts as a consent form fulfilling the requirement established by IRB for human subject testing. The participant must be at least eighteen years old and agree to anonymously submit their responses to a public study. The information provided to the participant in this section is as follows provides a summary of the study, estimated amount of time to complete the study and direct contact to the UNLV Office of Research Integrity- Human Subjects (B.4).

The second section asks questions related to the participants preexisting knowledge of CSR. First a nominal yes or no question is asked to learn if the participants know what CSR is. This question is followed by questions of familiarity and concern about CSR posed seven-point semantic differential scales.

The third section will contain media that act as the stimulus. Dependent on the questionnaire, this section will contain an advertisement, publicity article or nothing relating to Lee Jeans' or Patagonia's CSR. The Lee Jeans advertisement (A.2; A.2.a) features 2011 campaign spokesperson Mike Rowe and his mother Peggy Rowe. Mike Rowe is the creator, executive producer and host of Discovery Channel's Emmy®-nominated show, "Dirty Jobs with Mike Rowe". His mother, Peggy Rowe, was diagnosed with breast cancer 14 years ago. Freelance, workplace dynamic, writer Jennifer V. Miller wrote the Lee Jeans publicity article (A.1; A.1.a) that discusses the impact of Lee Jeans' Denim Day fundraiser has made and the benefits of their partnership with the American Cancer Society. The Patagonia advertisement (B.2; B.2.a) features a jacket captioned "Don't Buy This Jacket" supported with a call to reduce,

reuse and recycle. The Patagonia publicity article (B.1; B.1.a) is taken from *Bloomberg Business* written by Kyle Stock about the “Don’t Buy This Jacket” ad and Patagonia’s commitment to the environment.

The fourth section begins the series of dependent scales. The first of these are scales used to measure consumers’ initial perspective of CSR taken from Alvarado-Herrera et al. (2015).

Alvarado-Herrera et al. provide scales specific to social responsibility, which is applied to Lee Jeans and Patagonia. These scales are on a seven-point Likert scale that asks the participants to rank the statements pertaining to CSR perspective (B.2).

The following scales seek to explore consumers’ perceptions of involvement, trust, and recommendation likelihood as a response to exposure to the stimulus. The first variable measured is CSR involvement. This scale uses the importance items adopted from Zaichkowsky’s revised PII (Zaichkowsky, 1994). Zaichkowsky’s involvement scale, derived from advertising research, asserts that characteristics of the person, stimulus, and the situation are all factors of involvement. “One or more of these factors could affect the level of involvement with the stimulus in context of involvement with products with advertisements or with purchase situations” (Zaichkowsky, p. 59, 1994).

Zaichkowsky’s personal involvement inventory (PII) used a 20-item scale that measured involvement in products, advertisements and purchase decisions based on three pre-existing factors: characteristics of the person, stimuli and situation. Criticism about the redundancy of the 20-item scale led to Zaichkowsky’s revision of ten PII subsets that best represented involvement. The purpose of the revision was to demonstrate the PII’s application in advertising, reduce the PII by half without significantly lowering reliability, and capture cognitive and emotional types of involvement. Zaichkowsky sought to answer the implicit question of how to group low or high

involved consumers in regards to advertisements. To test the validity of the individual items, five judges rated 35 word-pairs (originally 168 word-pairs) as to their representativeness of involvement with advertisements. Fifty-four undergraduate business students were exposed to stimuli used to measure the internal consistency of the 35 word-pairs. The students rated “personal computers, soft drinks, purchasing a personal computer for their own use, TV advertisements for Pepsi-Cola and IBM personal computers during class time (p. 61).” An item-to-item correlation dropped eight items with a relatively low average (below .6). High correlations between inter-items signified a redundancy of word-pairs, which eliminated 5 items (above .75). Over the five stimuli only 22 items remained, resulting in a relatively high Cronbach Alphas (.9). A similar process using the 22 remaining items was used on a new sample of fifty-two business students who were exposed to a radio ad for Pepsi-Cola, a television ad for Edy’s ice cream and a print ad for Lean Machine exercise equipment. Only 10-items PII with Alphas ranging from .91 to .95 were retained. Zaichkowsky asserted that future research should be conducted on the effects product category versus advertisement appeals.

The involvement section first leads with a definition of CSR in order to make sure the participants know the meaning of CSR. The definition of CSR used in this study is provided by Mohr et al., (2001), “A firm’s commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources” (p.47). After the definition is given, the participant is asked to indicate their level of agreement with the statement on a seven-point semantic differential scale of two opposite attitudes. To measure involvement questions on semantic differential scales were presented (B.2).

The second variable in the questionnaire measures trust. Here, trust is defined as the decision of a person to believe that a company is acting socially responsible, e.g. takes care of the

environment or community (Osterhus, 1997). This study combines Wheelless and Grotz (1977) semantic differential trust scale and Menon and Kahn's (2003) CSR scales that were also adapted in the Bogel study.

Wheelless and Grotz's trust scale consists of 15-semantic differential items based on a broad definition of trust. They found a strong relationship between individualized trust, interpersonal solidarity and self-disclose yielding an understanding that trust is a result of acquaintance time, solidarity relationship type and self-disclosure. This understanding of trust was then geared towards CSR trust by adapting Menon and Kahn's CSR perceptions to measure consumers' perception of trust in corporate social/environmental responsibility contexts. Although this scale was originally intended to measure perception of companies acting socially responsible, it aligns with this research's use and definition of trust in the CSR context. Hence, an adapted version of the scale is used in this study as it captures the meaning of trust in this CSR context.

Menon and Kahn (2003) investigated consumers perceptions of corporations' philanthropic message conveyed through cause promotions versus advocacy advertising. Cause promotion indicates a donation will be made contingent upon purchasing a product and advocacy advertisement focuses on social issues relative to the brand. Their research was grounded in theory based on Friestad and Wright's (1994) framework that suggested consumers develop implicit beliefs about persuasion tactics and considers the persuasive nature used in these tactics. The researchers deployed a cross-examining method to test advocacy advertisement or cause promotion against high or low congruence level (sponsorship format: advocacy advertising or cause promotion) x 2 (congruence level: high or low) for a breakfast cereal brand (Friestad & Wright, 1994). Results indicated that consumers have more favorable perceptions of CSR when it comes to cause promotions (low elaborations) than they are in favor of advocacy advertisement

(high elaboration). Additionally, only when there is elaboration on the sponsorship activity is there a high congruence between sponsor and social issue increasing positive CSR ratings. Alternatively, advocacy advertising can achieve favorable CSR ratings with lower congruence only when sponsorship is not constrained.

After reviewing the stimulus the participants will indicate their level of agreement with the statement on a seven-point semantic differential scale of two opposite attitudes regarding the CSR media to which they were exposed. To measure trust, questions on semantic differential scales were presented (B.2).

The third variable tested is the recommendation likelihood, which is the participant's willingness to recommend the company to others. Consumer recommendation behaviors will be measured on a scale based on Richard Oliver's (1997), behavioral perspective and satisfaction researcher, satisfaction scale. Oliver's dimensional scale is a unique measure of post recovery satisfaction that has a great breadth of coverage. This study modifies Oliver's scale to measure recommendation likelihood based on the nature of its CSR media.

Richard Oliver discusses word of mouth impact in book *Satisfaction: A Behavioral Perspective on the Consumer* (1984). Based on the post-satisfaction process model, Oliver asserts that shared knowledge of benefits or risks will develop economics of engagement and eventually commerce itself. His discussion was grounded in Hirschman "Exit, Voice, and Loyalty" theoretical framework, which presents that there are two response options for individuals to deteriorate performance. These two response options are to leave or exit the relationship, or communicate or voice their displeasure. Oliver cited a qualitative study in his book where researchers contacted respondents to investigate complaints or inquires that corresponds to experience with a specific firm. Respondents reported punctuality and personality

with a high satisfaction level. A U-shaped relationship was identified between complaining intensity as a result of low- and high –level problems. Oliver concluded that customers are not as likely to communicate contentment or disappointment with the service provider or manufacture, as they would with another potential customer. This makes it difficult for the firm to discover the origin or extent of the negative word of mouth. To measure recommendation likelihood, questions on semantic differential scales were presented (B.2).

The fourth section asks the participant personal background information to gather demographics. The questions asked in this section relate to age, gender, income, ethnicity and Las Vegas residency. This information is important to spot trends among participants of different generations and socioeconomic background (B.2).

The CSR media survey that includes the stimulus, CSR, involvement, trust, recommendation scales, and demographic questions was formatted into approximately six Qualtrics surveys. Qualtrics is a software that allows users to create and deploy questionnaires through online surveys that collect data for analysis and interpretation. Qualtrics was used in this case to create a controlled, advertisement and publicity survey for Lee Jeans and the same for Patagonia. Links to these surveys were deployed through Amazon Mechanical Turk for online consumer completion. Amazon Mechanical Turk is another software that connects developers to access on-demand human intelligence to complete tasks that computers are currently unable to do. Human intelligence task takers are incentivized to complete the task through small amounts of compensation. In this case, each participant that completed the survey about CSR communication media received \$0.25. This insured the thoroughness of each questionnaire that provides data for analysis in the results.

The intent of the quantitative method is to provide data that will be used to examine participants' perception of a company's CSR, trust, involvement, and recommendation likelihood after exposure to a Patagonia and Lee Jeans' CSR advertisement or publicity article. The questionnaire will be an integral piece of the CSR media research to examine consumers' perspective of CSR through communication. The analysis of these results will be used to establish best CSR communication practices and contribute knowledge to the CSR field.

CHAPTER FIVE: RESULTS

Manipulation Check

A manipulation check was conducted to test the significance of the dependent variables and whether the stimuli would influence the participants. A total of 98 control group surveys were deployed to two control groups on Amazon Turk. A total of 48 of the surveys featured social CSR content in regards to Lee Jeans' breast cancer campaign and the other 50 surveys featured environmental CSR content in regards to Patagonia. The control group surveys had the same format and contained the CSR, involvement, trust and recommendation scales as the surveys deployed in the actual experiment, however they did not contain stimulus. As expected, the control group did indicate a manipulation effect caused by the stimuli as indicated by the various means across the controlled, advertisement and publicity questionnaire shown in Table 1 (C.1). It is notable that not all stimuli's averages trended upwards from the control group questionnaire. For instance, Patagonia's average for sponsorship perspective went up from the control group questionnaire 0.62 points in the advertisement questionnaire however went down 0.81 points in the publicity questionnaires. This exemplifies the trend of favorable results found in the advertisement compared to the publicity article. The manipulation check also determined the statistical significance for each variable as shown in Table 2 (C.2).

Analysis

The average time to complete the questionnaires varied between all six surveys. The control group questionnaire for Lee Jeans had an average completion time of 3 minutes 30 seconds and the control group questionnaire for Patagonia was 3 minutes 8 seconds. The average time to complete the questionnaire containing the advertisement for Lee Jeans was 3 minutes 34 seconds and Patagonia was 3 minutes 19 seconds. The average time to complete the questionnaire containing the publicity article for Lee Jeans was 4 minutes 35 seconds and Patagonia was 3 minutes 19 seconds.

Anonymous Amazon Mechanical Turk participants who completed the questionnaire ranged in age, ethnicity, education and employment. Majority of the participants fell into the 25-34 age range (36.7%) followed by the 45-54 age range (23.1%). A high majority of participants were white (66.1%) followed by Asian/Pacific Islander (14.9%), black or African American (9.3%), and Hispanic and Latino (5.4%). A larger number of the participants hold a bachelor's degree (38.3%) followed by some college credit/no degree (20.7%), master's degree (15.5%), associate degree (10.3%) and high school or equivalent degree (8.8%). Additionally, nearly half the participants were students (49.1%) followed by full-time employees (16.8%), part-time employees (13.5%), homemaker (6.8%), self-employed (5.4%), not looking for work (4.8%) and looking for work (3.5%).

Table 3 (C.3) displays the means for each dependent variable as determined by SPSS's descriptive statistical test. Table 3 shows that the dependent variable with the overall highest mean was brand word of mouth (WOM) ($M = 5.33$), $SD = (1.214)$. This shows that participants are most likely to say positive things about the company if asked about the specific brand. The variable with the lowest overall mean was the involvement variable of relevance ($M = 4.64$), $SD =$

(1.688). This indicates that the communication had generally low relevance to the participants across all questionnaires.

Table 4 (C.4) provides the descriptive statistics containing the means for the dependent variable in each questionnaire. The averages displayed in Table 4 vary for each dependent variable across the different questionnaires. For instance, Patagonia advertisement had a higher average in impact perspective ($M= 5.7$), $SD= (1.53)$ compared to publicity ($M= 4.48$), $SD= (1.94)$. Lee Jeans had an opposite effect with its publicity ($M= 4.69$), $SD= (1.68)$ receiving a slightly higher average for impact perspective compared to advertising ($M= 4.56$), $SD= (1.62)$. Patagonia receiving higher averages for advertisement and Lee Jeans earning higher averages for publicity was the common trend seen through 10 of the 12 independent variables. Lee Jeans received the largest mean difference for initiative trust related variables. For instance, initiative honesty had a higher mean for publicity ($M= 5.26$), $SD= (1.35)$ as opposed to advertising ($M= 4.95$), $SD= (1.36)$ and a higher average in initiative sincerity for publicity ($M= 5.27$), $SD= (1.44)$ than advertising ($M= 4.94$), $SD= (1.51)$. The opposite was found for Patagonia, which received higher averages in the advertisement for all dependent variables. One cannot draw conclusions when comparing these averages until comparisons tests of means are conducted.

An One-way ANOVA test was conducted to test multiple means between the publicity stimuli and the advertisement stimuli presented in the Patagonia and Lee Jeans questionnaires. Table 5 (C.5) displays the results from the ANOVA test. All dependent variables assessed by the Oneway ANOVA test were significant, supporting the assertion that the mean responses to the stimuli are statistically different. The ANOVA test is useful to determine which variables are significant, however it does not provide the extent of the comparison and significance difference between the questionnaires. A Post Hoc Tukey test, shown in Table 6 (C.6), was performed to

determine which advertisement and publicity comparisons are statistically significant and what the extent of that comparison is between the publicity and advertisement questionnaires.

The Post Hoc Tukey test shows a total of 11 significant comparisons between advertisement and publicity. Every significant comparison was found in the Patagonia questionnaires and none were found in the Lee Jeans questionnaires. Patagonia's advertisement and publicity stimulus yielded significant differences in at least one variable tested in CSR perception, involvement, honesty, and recommendation likelihood. The significant comparison results from the Post Hoc Tukey test are used to test the hypotheses.

Hypotheses testing

Five hypotheses were made at the genesis of this study to find support for the research question, "What media best communicates CSR initiatives to yield positive perceptions and higher levels of involvement, trust, and recommendation likelihood from consumers?" The data from the various tests outlined in the *Analysis* section will provide the foundation to support or nullify the following hypotheses:

H1: Exposure to a corporation's CSR publicity will enforce positive perceptions of the brand's environmental/social

a) sponsorship

b) commitment/resources allocated towards their efforts

H2: Exposure to a corporation's CSR advertisement will enforce positive perceptions of the brand's environmental or social

a) contributions

b) impact

H3: Exposure to a corporation's CSR advertisement will enforce higher levels of involvement.

H4: Exposure to publicity of a corporation's CSR will enforce higher levels of trust.

H5: Exposure to publicity of a corporation's CSR will drive higher levels of recommendation likelihood.

H1 proposed that exposure to a corporation's CSR publicity will enforce positive perceptions of that brand's social/environmental: a) sponsorship and b) commitment (Lee Jeans)/resources (Patagonia) allocated towards their efforts. Patagonia's sponsorship perspective $F(5, 510) = 11.63, p < .000$, and resources allocated towards their CSR efforts perspective $F(5, 516) = 6.83, p < .000$ were both significant as shown in Table 5. Patagonia's CSR advertisement received higher levels of positive perceptions for environmental sponsorship ($M = 5.44, p < .004$) compared to CSR publicity ($M = 4.63, p < .004$), and for resources allocated towards their efforts ($M = 5.27, p < .000$) compared to the CSR publicity stimuli ($M = 4.31, p < .000$). These results indicate that higher responses for environmental sponsorship and resources allocated are yielded from advertising, which does not find support H1. No significant comparison was found for Lee Jeans' social CSR efforts.

H2 asserted that exposure to a corporation's CSR advertisement will enforce positive perceptions of that brand's environmental (Patagonia)/social (Lee Jeans): a) contributions and b) impact. Patagonia yielded significance for both contribution perspective $F(5, 516) = 7.19, p < .000$ and impact perspective $F(5, 515) = 10.88, p < .000$. As anticipated, Patagonia received higher levels of positive perceptions of their environmental contributions ($M = 5.62, p < .001$) and impact ($M = 5.70, p < .000$) from the CSR advertisement stimuli opposed to publicity that found lower responses for contributions ($M = 4.72, p < .001$) and impact ($M = 4.48, p < .000$)

opposed to publicity. These results support the claim that environmental CSR will receive higher levels of positive perceptions of impact and contribution from advertisements thus supporting H2. However, no significant comparison was found for Lee Jeans in regards to contribution and impact perspective.

H3 investigated involvement levels from media and projected that exposure to a corporation's CSR advertisement would enforce higher levels of involvement. Significance was found for two of the dependent variables of involvement for Patagonia, which were concern $F(5, 512) = 6.47, p < .000$ and value $F(5, 511) = 7.60, p < .000$. As anticipated, Patagonia's CSR advertisement raised higher levels of involvement in concern ($M = 5.27, p < .001$) and value ($M = 5.40, p < .001$) compared to its CSR publicity for concern ($M = 4.37, p < .001$) and value ($M = 4.34, p < .001$). No significant relation was shown for the other involvement variable relevance $F(5, 507) = 5.12, p < .000$. In the case of concern and value, these results support the assertion made in H3 that advertisements raise the levels of CSR involvement. Lee Jeans did not receive significant comparisons in the involvement areas of concern, relevance, and value.

H4 sought to analyze participants' reactions of trust and proposed that exposure to publicity of a corporation's CSR would enforce higher levels of trust. Only Patagonia's CSR honesty $F(5, 512) = 3.00, p < .011$, had a significant comparison between the advertisement and publicity article. Participants who responded to Patagonia's CSR advertisement had higher perceptions of the company's CSR honesty ($M = 5.54, p < .010$) compared to publicity ($M = 4.9, p < .010$). H4 does not find evidence to support its claim that a publicity article would yield higher levels of trust. Lee Jeans did not receive significant comparisons in the any trust variable tested.

Lastly, H5 asserts that exposure to publicity of a corporation's CSR will drive higher levels of recommendation likelihood. Patagonia's CSR advertisement stimuli yielded higher positive outcomes in all recommendation likelihood variables such as brand word of mouth (WOM) $F(5, 514) = 6.01, p < .000$ ($M = 5.82, p < .000$), CSR WOM $F(5, 508) = 6.80, p < .000$ ($M = 5.84, p < .000$), brand recommendation $F(5, 506) = 3.74, p < .002$ ($M = 5.70, p < .004$), and CSR recommendation $F(5, 507) = 4.82, p < .000$ ($M = 5.72, p < .003$). These results indicate that CSR advertisements have a higher likelihood of influencing positive brand and CSR word of mouth communication, and brand and CSR recommendation from consumers, which does not find support for H5. No significance in recommendation likelihood was found for Lee Jeans.

CHAPTER SIX: GENERAL DISCUSSION & CONCLUSIONS

Discussion

In recent years, CSR has become a growing business practice that has not only been adopted by many corporations, but has also become an increasing expectation by the public. This thesis explored the effects that CSR media have on consumers' perspectives, involvement, trust, and recommendation likelihood. Each of these variables were influenced by the corporation's CSR stimuli, yielding powerful results that support the study's theoretical framework – legitimacy theory. Branco and Rodrigues (2006) shared how companies in industries with larger environmental impacts, such as Patagonia, are more likely to provide environmental information to earn legitimacy through transparency. Patagonia gains legitimacy through communicating its environmental CSR story to the public who expects the brand to exhibit greater concern for the environment. External messaging largely impacts the public's perception of societal legitimacy of that company. The results from this study showed that marketing a strategic external message regarding the company's CSR would receive higher levels of positive perception, involvement, trust, and recommendations. Hence, advertising is the best medium to prioritize and leverage for CSR communication.

Patagonia's perceived fit of corporate sponsorship is an important aspect that contributes to the success and effectiveness of its advertising and publicity. Patagonia had a number of significant relationships in each variable category indicating self-congruity among the brand, its message, and CSR effort. Self-congruity theory alludes to the relationship between the consumer's self-concept, and a brand's image, which can predict attitude towards the brand (Quester et al. (2013)). The self-congruence between the outdoor clothing and gear brand, Patagonia, and its environmental CSR initiatives made a strong impact on the participant's perception in each tested category.

The CSR perspective variables were received more favorably through Patagonia's advertisement. Consumers responded with greater positive perspective to Patagonia's environmental sponsorship and resources allocated towards their efforts when they were exposed to the advertisement. Additionally, Patagonia's advertisement earned higher positive perspectives in contribution and impact perspective from the participants. Skard & Thorbjornsen's (2013) groundwork in CSR advertising and publicity asserted that the third party editorial coverage of the effort in a publicity article attains more credibility and trust, however this may come with the negative effect of increased information processing. This is a result of the increase of messaging in society that has created skeptical consumers who scrutinize editorial content more thoroughly. The increased information processing could offer an explanation of why majority of the CSR variables received higher positive perceptions from the CSR advertisement. Patagonia's advertisement displayed action orientated content that suggests that the brand sponsors environmental initiatives and allocate resources to its success, as well as makes environmental contributions and impacts. This suggests that a company should prioritize earning the consumer's positive perspective of benefaction.

Involvement was tested to see what earned the participants' engagement more between publicity and advertising. In Patagonia's case, the advertisement gripped the participants to a greater extent in both concern and value of their CSR. This supports H3 that exposure to a corporation's CSR advertisement will enforce higher levels of involvement. Patagonia's advertisement made greater impressions that resulted in stronger levels of involvement towards their environmental CSR. Zaichkowsky (1994) claimed that involvement is based on the three pre-existing factors of characteristics of the person, stimuli and situation. Consider that the majority of the participants were

students (49%) between the ages of 18-34 (53%), which categorizes them in the millennial generation. The millennial generation has an environmental consciousness and, more than the previous generations, are exposed to the growing conversation of environmental consequences such as climate change. This implies that companies, which are invested in environmental CSR, should integrate CSR messaging into their marketing to achieve greater levels of involvement towards their CSR initiative in order to attract millennials.

As discussed in CSR criticism, trust is difficult to achieve through CSR due to the irresponsibility that can be associated with CSR. Standler expressed in her analysis of the semiotic impact of CSR media that social issues can be cheapened and trivialized by attaching superficial merchandise to it, referred to as the “commodification of social issues”. This further describes the important balance of CSR ethics and motive transparency. Participants exposed to Patagonia’s advertisement regarded their CSR as honest, therefore finding no for H4. This could be an effect from the third-party media source not holding enough credibility to convince the participants of the brand’s honesty.

Patagonia’s advertisement found desirable outcomes in every recommendation likelihood category. As discussed earlier in the literature review, consumers’ perception of corporate motives has a direct effect on their evaluation and response to corporate CSR efforts (Vlachos et al., 2009). This is consistent with the “direct effect hypotheses” used by Vlachos et al. (2009), which found that motive does have a direct effect on consumer’s evaluation and loyalty of a corporation. In the case of Patagonia, participants perceived them to have a value-driven attribution, which supports a positive influence on consumer patronage intentions. Participants were more likely to express positive sentiments about Patagonia and its CSR, and recommend

the brand and its CSR to others when exposed to the advertisement. This implied that companies, which support environmental initiatives, are more likely to receive recommendations based on marketing their CSR with strategic messaging.

Lee Jeans did not yield supportive results in CSR perspective, involvement, trust or recommendation likelihood. An interesting finding was that Lee Jean's trust variables received higher averages from publicity than the advertisement. This is the only time that publicity received higher means over advertising. However since Lee Jeans did not find significance in the Post Hoc Tukey Test, these findings were irrelevant in the terms of this study. This is unusual for a social oriented CSR initiative and conspicuous alongside the Patagonia's results, which were retrieved from questionnaires employing the same method and scales. Reasons for this peculiar happenstance are discussed in the limitations section.

Limitations

Limitations of this study are within brand subjectivity, questionnaire omission, and stimulus content. As a caveat to the findings, preexisting perceptions or opinions of the brands were not measured. Participant's previous predilections or dealings with either Patagonia or Lee Jeans could have factored into their responses leading this to be a major limitation of the study.

Another limitation is the omission of gender in the demographics portion of the questionnaire. This disregard of the participants' gender could have led to the surprising results of Lee Jeans' questionnaires. Omitting the gender demographic category does not allow for a descriptive analysis of male to female participation. Lee Jeans' breast cancer CSR initiative might have been more relevant to female participants opposed to male. Strong implications could have been drawn about the CSR perceptions, involvement, trust, and recommendations from male versus female responses. The age of the participants may be another reason that Lee Jeans

did not receive compelling results. As described, a majority of the participants are between the ages of 18 and 34, which are not ages that are typically high risk for breast cancer.

Lastly, the content in the publicity articles used as the stimulus in the questionnaires present their own limitations. The publicity article about Patagonia, published by *Bloomberg Business* (2013), featured the advertisement that was used as the other stimuli. The publicity article highlights how extremely successful Patagonia's "Don't Buy This Shirt" advertisement was resulting in a 40% growth in sales in the following two years. This focus on Patagonia's advertisement, and not the company itself, could have skewed the results to favor the advertisement stimuli. Lee Jeans' publicity article was an opinion piece about breast cancer awareness, which can often be a sensitive topic. The questionnaire did not ask about personal encounters with the widespread disease or measure for any emotional subjectivity. Participants also had the ability to skip past the stimuli section in the questionnaire limiting exposure to the medium.

The same as all social research, the limitations layered within key components of the research imply caution in regards to the results. However, the areas that contain limitations lay the groundwork for future research. Future research drawn from a current study enables great strides in expanding that general area of interest and the field as a whole.

Future Research

A study can often leave the researcher with more questions at the conclusion than when they first began. The questions and irregularities that arise during the research process bring recommendations for future research. It is important for researchers to identify important next areas of interest to continue the road of exploration in the field.

An area for future research should focus on a singular medium, and how CSR is regarded

through that communication channel. Conversely, future research could focus on different outcomes of a CSR story featured in one publication versus another. For instance, compare different forms of CSR publicity articles, such as blog articles, social media posts and article from a well-known and established publication (*i.e.* New York Times or Wall Street Journal) versus an industry specialty publication (*i.e.* Sustainable Brands or GreenBiz). This will allow the researcher to determine in greater depths the type of publicity that will achieve desired outcomes.

A powerful future study could replicate this study and apply it to a different stakeholder to compare the difference in responses to publicity and advertisement. This will allow the researcher to determine if one stakeholder is more susceptible to a certain medium regarding a brand's CSR. In this current study, consumers were found to respond more favorably to advertisement. However a company's employee or shareholder may have higher responses to publicity.

In addition, future research on CSR communication should focus on the different generations and what media best triggers positive outcomes from each generation. It should place a big emphasis on millennials and the rapidly growing since 1995 generation Z. This would contribute to the future growth of the CSR field and charitable corporate giving.

Conclusion

In conclusion, the medium used to share a company's CSR story does impact the consumer's perspective. This study used two forms of media regarding a brand's community or environmental involvement resulting in an unanimous favor for advertising. The higher levels of positive perception gained through advertisement enhances the brand's legitimacy as a company.

The legitimacy gained through CSR exposure affords a mutually beneficial relationship between a company and its community. The vast field of business, which encompasses CSR, can

leverage these results to use as best practices for CSR communication to appeal to the modern consumers. As stated, the current consumers are more prone to support companies viewed more socially responsible than those that are not. This is especially true for the millennial generation who respond well to CSR as indicated in the results.

This research found very favorable responses from advertising as related to environmental CSR. Therefore best practices for communicating environmental CSR is through integrating CSR messages into external marketing to encourage higher levels of positive perceptions of sponsorship and resources allocated, involvement, trust and recommendation likelihood. Hence, companies that invest in environmental and sustainability CSR initiatives should devote resources to advertising and marketing as the primary way to communicate their CSR story. CSR is a \$300 billion dollar a year industry through corporate charitable giving. The funds contributed back into the community are budgeted from a corporation's annual revenue stream. These best practices will ideally result in customer involvement, trust and recommendation increasing profits and the ability to invest more back into the shared community.

APPENDIX A

A.1 – Lee Jeans Publicity Article

HOME ABOUT FAVORITE READING SPEAKING + MEDIA


The People Equation

Jennifer V. Miller on workplace dynamics



A Great Reason to Wear Jeans to Work

by JENNIFER MILLER on SEPTEMBER 15, 2014
in UNCATEGORIZED



Here's a sobering thought: one in eight women will develop breast cancer during her lifetime. Take a look around you at the next meeting you attend. If there at least eight women in the room then one of you sitting around the conference table may develop this disease.

Fighting breast cancer is personal for me—my mother-in-law succumbed to the disease in 1993. A lot has changed since that time; a breast cancer diagnosis is no longer the death sentence it once seemed to be.

But still, it's a scary thing.

And it's especially difficult to know what to say to a colleague who is battling any form of cancer and still attempting to maintain some sense of normalcy at work.

It's tough to know what to say when they return to work amidst their treatments: *Should I ask how he's feeling? How can I avoid staring at her lack of eyebrows, now that she's lost her hair?*

I remember one colleague who gallantly made her way through chemo treatments with a flair I don't possess even when fully healthy. Early during her treatments, my co-worker wore a fashionable wig or jaunty hats that disguised her thinning hair. Eventually the wig wouldn't stay on her increasingly smooth head. One day, while driving from one company building to the next, she exclaimed "Screw it", threw the wig into the back seat of her car and boldly strode into her meeting proudly wearing that most visible emblem of a cancer warrior: a bald head.

Her story has a happy ending: nearly 10 years later, my colleague enjoys a meaningful professional life as well as a wonderful family life with her husband and three kids. She joins the more than 3.1 million breast cancer survivors in the United States. That's a good thing.

No doubt, you most likely also know stories with not-so-happy endings. Cancer takes far too many of our loved ones and business colleagues each year. Breast cancer alone will rob us of 40,000 women in 2014.



Lee NATIONAL DENIM DAY
OCTOBER 3, 2014

That's why I'm proud to team up with the Lee Jeans brand for the Lee National Denim Day®, which kicks off October 3, 2014. Denim Day is a national fundraiser in which individuals or teams participate by donating \$5 or more in exchange for wearing jeans to work for the day.

The beneficiary for Lee National Denim Day is the American Cancer Society, the largest voluntary nonprofit health organization in the United States. You can join a team, donate or create your own team by registering [here](#).

And, for People Equation readers in the Human Resources arena, fear not: Lee has provided some excellent dress code tips for [how to style your denim at work](#). (click this link to download a PDF.)

Back in 1996 when National Denim Day launched it was a big deal to be able to wear jeans to work. These days, I know that many people wear jeans (and far more casual attire, much to the chagrin of HR professionals everywhere) to work. So, even if wearing jeans to work is not the perk it used to be, please consider participating anyway. The American Cancer Society says it best:

Ending breast cancer is our overall goal, but our greatest immediate impact lies in helping those living with breast cancer—making everyday life better for those with the disease. From research, to treatments, to programs such as lodging for patients and caregivers, your Denim Day teams help women rise above breast cancer

No matter what your experience with cancer, you **can** make a difference.

Will you join me?

Create Change!

Learn how the top Fortune 500® companies use business simulations and gamification.

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Simulation Studios [Join the others already using business simulations to create positive change.](#)

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46

A.1.a – Lee Jeans Publicity Questionnaire:

Default Question Block

The purpose of this study is yield best practices for communicating corporate social responsibility (CSR) to consumers through media. You are being asked to participate in the study because you meet the following criteria: You are above 18 years of age and can form a general opinion about corporate social responsibility practices.

CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

If you volunteer to participate in this study, you will be asked to do the following: fully complete the provided survey. This study includes only minimal risks. The study will take 10-15 *minutes* of your time.

For questions regarding the rights of research subjects, any complaints or comments regarding the manner in which the study is being conducted you may contact the **UNLV Office of Research Integrity – Human Subjects at 702-895-2794, toll free at 877-895-2794, or via email at IRB@unlv.edu.**

Participant Consent:

I have read the above information and agree to participate in this study. I am at least 18 years of age. By continuing to take the survey you have accepted the terms and conditions and agree to allow your answers to be used in research analysis.

I know what corporate social responsibility (CSR) is.

No

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high.

My understanding of CSR is:

None at all
1 2 3 4 5 6 7
Extremely knowledgeable
understanding

I think CSR is:

Completely unnecessary
1 2 3 4 5 6 7
Completely necessary
necessity

Please read the following article completely before continuing the survey.

Click here: [Lee Jeans Article](#)

On a Likert scale from 1-7 rank your level of agreement with the following statements: *Note: variables on the left are scored for low agreement (1) and on the right for high agreement (7).*

[HOME](#) [ABOUT](#) [FAVORITE READING](#) [SPEAKING](#) [MEDIA](#)

The People Equation

Jennifer V. Miller on workplace dynamics

A Great Reason to Wear Jeans to Work
By JENNIFER MILLER on SEPTEMBER 16, 2014
in UNCATEGORIZED



Here's a sobering thought: one in eight women will develop breast cancer during her lifetime. Take a look around you at the next meeting you attend. If there at least eight women in the room then one of you sitting around the conference table may develop this disease.

Fighting breast cancer is personal for me—my mother-in-law succumbed to the disease in 1993. A lot has changed since that time, a breast cancer diagnosis is no longer the death sentence it once seemed to be.

But still, it's a scary thing.

And it's especially difficult to know what to say to a colleague who is battling any form of cancer and still attempting to maintain some sense of normalcy at work.

It's tough to know what to say when they return to work amidst their treatments. Should I ask how he's feeling? How can I avoid staring at her lack of eyelashes, now that she's lost her hair?

I remember one colleague who gallantly made her way through chemo treatments with a flat I don't possess even when fully healthy. Early during her treatments, my co-worker wore a fashionable wig on jaunty hats that disguised her thinning hair. Eventually the wig wouldn't stay on her increasingly smooth head. One day, while driving from one company building to the next, she exclaimed "Screw it", threw the wig into the back seat of her car and boldly strode into her meeting proudly wearing that most visible emblem of a cancer warrior: a bald head.

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OUR EMAILS
SIGN UP NOW!

SHUT UP?
DON'T
SUBSCRIBE
TO OUR
EMAILS
SIGN UP NOW!

Enter Email Address

Sign Up

Her story has a happy ending: nearly 10 years later, my colleague enjoys a meaningful professional life as well as a wonderful family life with her husband and three kids. She joins the more than 3.1 million breast cancer survivors in the United States. That's a good thing.

No doubt, you most likely also know stories with not-so-happy endings. Cancer takes far too many of our loved ones and business colleagues each year. Breast cancer alone will rob us of 40,000 women in 2014.



That's why I'm proud to team up with the Lee jeans brand for the [Lee National Denim Day](#)®, which kicks off October 3, 2014. Denim Day is a national fundraiser in which individuals or teams participate by donating \$5 or more in exchange for wearing jeans to work for the day.

The beneficiary for Lee National Denim Day is the American Cancer Society, the largest voluntary nonprofit health organization in the United States. You can join a team, donate or create your own team by registering [here](#).

And, for People Equation readers in the Human Resources arena, fear not: Lee has provided some excellent dress code tips for [how to style your denim at work](#). (Click this link to download a PDF.)

Back in 1996 when National Denim Day launched it was a big deal to be able to wear jeans to work. These days, I know that many people wear jeans (and far more casual attire, much to the chagrin of HR professionals everywhere) to work. So, even if wearing jeans to work is not the perk it used to be, please consider participating anyway. The American Cancer Society says it best:

Ending breast cancer is our overall goal, but our greatest immediate impact lies in helping those living with breast cancer — making everyday life better for those with the disease. From research, to treatments, to programs such as lodging for patients and caregivers, your Denim Day teams help women rise above breast cancer

No matter what your experience with cancer, you can make a difference.

Will you join me?

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[An Introvert's Plan for Working a Room](#)

In my opinion, regarding society, Lee Jeans is really trying to.....

	1	2	3	4	5	6	7
sponsor public health programs							
be highly committed to well-defined ethical principles							
make financial donations to social causes							
help to improve quality of life in the local community							

On the seven-point semantic differential scales below indicate your of agreement with the given statement. *Note: variables on the left are scored for low involvement (1) and on the right for high involvement (7).*

Consider the following definition of corporate social responsibility when responding to the following questions.

"Corporate Social Responsibility is a firm's commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources."

Lee Jeans' commitment to CSR is of:

Lee Jeans' CSR is:

Insincere to me							Sincere to me
1	2	3	4	5	6	7	
Sincerity							

Lee Jeans' community involvement is:

Dishonest to me							Honest to me
1	2	3	4	5	6	7	
Honesty							

Lee Jeans' community involvement is:

Insincere to me							Sincere to me
1	2	3	4	5	6	7	
Sincerity							

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high. *Score 1-7, with 7 (right) indicating most positive (recommendation).*

When asked by other consumers about Lee Jeans I would say:

Negative things							Positive things
1	2	3	4	5	6	7	

When asked by other consumers about Lee Jeans social contributions I would say:

1	2	3	4	5	6	7
Concern						

Lee Jeans' commitment to CSR is:

Irrelevant to me							Relevant to me
1	2	3	4	5	6	7	
Relevance							

Lee Jeans' commitment to CSR is:

Not valuable to me							Valuable to me
0	1	2	3	4	5	6	7
Value							

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high. *Score 1-7, with 7 (right) indicating most positive (high trust).*

Consider the below definition of trust when responding to the following questions.

The decision of a person to believe that a company is acting socially responsible e.g. takes care of the environment or community.

Lee Jeans' CSR is:

Dishonest to me							Honest to me
1	2	3	4	5	6	7	
Honesty							

1	2	3	4	5	6	7
---	---	---	---	---	---	---

If another consumer asked me if I would recommend Lee Jeans I would say:

Absolutely not							Absolutely yes
1	2	3	4	5	6	7	

If another consumer asked me if I would recommend Lee Jeans' CSR I would say:

Absolutely not							Absolutely yes
1	2	3	4	5	6	7	

What is your age?

- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- 65-74 years old
- 75 years or older

Please specify your ethnicity.

- White
- Hispanic or Latino
- Black or African American

Asian/ Pacific Islander
Other

What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

No schooling completed
High school graduate, diploma or the equivalent (for example: GED)
Trade/ technical/ vocational training
Some college credit, no degree
Associate degree
Bachelor's degree
Master's degree
Doctorate degree

Employment Status

Part-time
Self-employed
Out of work and looking for work
Out of work but not currently looking for work
A homemaker
A student
Full time

survey code: LeePublicity

Powered by Qualtrics

A.1.b – Lee Jeans Publicity Questionnaire Link:

https://unlv.co1.qualtrics.com/SE/?SID=SV_cO4SyhH7rQgfCHr

A.2 – Lee Jeans Advertisement

Mike Rowe and his mom Peggy, a breast cancer survivor

WHAT'S ALWAYS THE RIGHT SIZE,
NEVER THE WRONG COLOR,
AND CAN'T GO OUT OF STYLE?

A DONATION.
One in eight women will be diagnosed with breast cancer.
Help us change that number by giving a little more.
Give what you would spend on a pair of jeans to fight breast cancer.

MAKE A DIFFERENCE AT denimday.com

Lee NATIONAL DENIM DAY. OCTOBER 7, 2011

EIF Women's Cancer Programs
CANCER SUPPORT COMMUNITY

There are more than 3.5 million breast cancer survivors in the United States.
Talk to your doctor about getting screened.

The purpose of this study is yield best practices for communicating corporate social responsibility (CSR) to consumers through media. You are being asked to participate in the study because you meet the following criteria: You are above 18 years of age and can form a general opinion about corporate social responsibility practices.

If you volunteer to participate in this study, you will be asked to do the following: fully complete the provided survey. This study includes only minimal risks. The study will take 10-15 *minutes* of your time.

Participant Consent:

I know what corporate social responsibility (CSR) is.

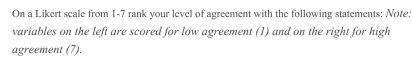
Yes

No

My understanding of CSR is:

I think CSR is:

Please review the following content completely before continuing the survey.



In my opinion, regarding society, Lee Jeans is really trying to.....

On the seven-point semantic differential scales below indicate your of agreement with the given statement. *Note: variables on the left are scored for low involvement (1) and on the right for high involvement (7).*

"Corporate Social Responsibility is a firm's commitment to maximize long-term economic, societal and

Lee Jeans' commitment to CSR is of:

No concern to me
1 2 3 4 5 6 7
Concern

Lee Jeans' commitment to CSR is:

Irrelevant to me
1 2 3 4 5 6 7
Relevance

Lee Jeans' commitment to CSR is:

Not valuable to me
0 1 2 3 4 5 6 7
Value

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high. Score 1-7, with 7 (right) indicating most positive (high trust).

Consider the below definition of trust when responding to the following questions.

The decision of a person to believe that a company is acting socially responsible e.g. takes care of the environment or community.

Lee Jeans' CSR is:

1 2 3 4 5 6 7
Honesty

Lee Jeans' CSR is:

Insincere to me
1 2 3 4 5 6 7
Sincerity

Lee Jeans' community involvement is:

Dishonest to me
1 2 3 4 5 6 7
Honesty

Lee Jeans' community involvement is:

Insincere to me
1 2 3 4 5 6 7
Sincerity

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high. Score 1-7, with 7 (right) indicating most positive (recommendation).

When asked by other consumers about Lee Jeans I would say:

Negative things
1 2 3 4 5 6 7
Positive things

When asked by other consumers about Lee Jeans social contributions I would say:

Negative things
1 2 3 4 5 6 7
Positive things

If another consumer asked me if I would recommend Lee Jeans I would say:

Absolutely not
1 2 3 4 5 6 7
Absolutely yes

If another consumer asked me if I would recommend Lee Jeans' CSR I would say:

Absolutely not
1 2 3 4 5 6 7
Absolutely yes

What is your age?

18-24 years old
25-34 years old
35-44 years old
45-54 years old
55-64 years old
65-74 years old
75 years or older

Please specify your ethnicity.

Hispanic or Latino
Black or African American
Native American or American Indian
Asian/ Pacific Islander
Other

What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

No schooling completed
High school graduate, diploma or the equivalent (for example: GED)
Trade/ technical/ vocational training
Some college credit, no degree
Associate degree
Bachelor's degree
Master's degree
Doctorate degree

Employment Status

Part-time
Self-employed
Out of work and looking for work
Out of work but not currently looking for work
A homemaker
A student
Full Time

survey code: LeeAd

A.2.b - Lee Jeans Advertisement Questionnaire Link:

https://unlv.co1.qualtrics.com/jfe/form/SV_8v6CfNSrctVGww5

A.3. – Lee Jeans Control Questionnaire Link:

https://unlv.co1.qualtrics.com/jfe3/form/SV_da0AWVvqNDFTTrw1

B.1- Patagonia Publicity Article

Bloomberg the Company & its Products

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I just spoke to the future...
and it listened.
- GIZMODO

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Retail

Patagonia's Confusing and Effective Campaign to Grudgingly Sell Stuff

By Kyle Stock | November 25, 2013


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SEND TO kindle



Photograph by Christopher Kimmel/Getty Images

Forget flat-screen TVs or the other dependable doorbusters, maybe the hot gift this holiday season will be a [\\$29 sewing kit](#). At least, that's what the slightly green marketing team at Patagonia is pushing during this week's Black Friday frenzy. It's like an iPad, only cheaper and less fun.

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Morgan Stanley: Oil's Road Toward Rebalancing Could Take a Detour in 2016

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The maker of outdoor gear and apparel is continuing its constant campaign to persuade core and potential customers to buy less stuff. In addition to the sewing kit, Patagonia, which is based in Ventura, Calif., has produced a documentary film featuring rugged fans who wear the company's clothes until they are coming apart at the seams—and then plaster them with duct tape and wear them some more. The 28-minute film, dubbed *Worn Wear*, will screen at 15 Patagonia stores Friday (and can be found [here](#) in the meantime). "It makes a whole lot of sense to have as little as you need," a crusty beach bum says in the movie.

If this is a refreshing and noble message amid the seasonal din, it's also an undeniably sanctimonious pose for a retailer and a bit confusing. The folks piling into Patagonia to snap up fancy parkas and fuzzy fleeces this week might feel more guilty than gleeful if they catch some of the film.

VIDEO: [Why Patagonia Tells Customers Its Coats Are Toxic](#)

And the buy-less campaign may well be pushing consumers to do the exact opposite. Around Thanksgiving 2011, Patagonia started its green marketing push with a [full-page ad](#) in the *New York Times* that read "Don't buy this jacket." Annual sales in the following two years [grew almost 40 percent](#). Not surprisingly, Patagonia's message this Thanksgiving is unchanged: Whatever you do this week, don't pine for a shiny new parka. Don't go into its stores to check out the new movie. And don't buy any of the really cool clothes the ruggedly handsome folks are wearing in our film.

Just relax. Crack one of Patagonia's [new \(hard to find\) beers](#) and sew up the holes in your long Johns. Just don't forget to tweet all about it (#WornWear, #BetterThanNew, #AntiBlackFriday).

STORY: [Patagonia's Robert Cohen on the Retailer-Customer Relationship](#)



Stock is an associate editor for Businessweek.com. Twitter: @kylestock

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- Shoot for a Better Credit Score by Getting One of These Top 7 Credit Car... (RoadAdvisor)
- 33 Actors Who Tragically Died Too Young (Daily Dish)
- Your 401(k) Isn't Growing as Fast as It Should - Here's Why (Invest Future Advisor)
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[www.vahomesearch.com](#)

I am INC Research
See how we can help you develop the medicines people need.
[www.incresearch.com](#)

I just spoke to the future...
and it listened.

B.1.a – Patagonia Publicity Questionnaire

Default Question Block

The purpose of this study is yield best practices for communicating corporate social responsibility (CSR) to consumers through media. You are being asked to participate in the study because you meet the following criteria: You are above 18 years of age and can form a general opinion about corporate social responsibility practices.

CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

If you volunteer to participate in this study, you will be asked to do the following: fully complete the provided survey. This study includes only minimal risks. The study will take about 8-10 *minutes* of your time.

For questions regarding the rights of research subjects, any complaints or comments regarding the manner in which the study is being conducted you may contact **the UNLV Office of Research Integrity – Human Subjects at 702-895-2794, toll free at 877-895-2794, or via email at IRB@unlv.edu.**

Your participation in this study is voluntary. You may withdraw at any time. You are encouraged to ask questions about this study at the beginning or any time during the research study.

Participant Consent:

I have read the above information and agree to participate in this study. I am at least 18 years of age. By continuing to take the survey you have accepted the terms and conditions and agree to allow your answers to be used in research analysis.

I know what corporate social responsibility (CSR) is.

Yes
No

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high.

My understanding of CSR is:

None at all			Extremely knowledgeable			
1	2	3	4	5	6	7
understanding						

I think CSR is:

Completely unnecessary			Completely necessary			
1	2	3	4	5	6	7
necessity						

Please read the following article completely before continuing the survey.

[Patagonia article](#)

Concern

Patagonia's commitment to CSR is:

Irrelevant to me			Relevant to me			
1	2	3	4	5	6	7
Relevance						

Patagonia's commitment to CSR is:

Not valuable to me			Valuable to me				
0	1	2	3	4	5	6	7
Value							

Consider the following definition of corporate social responsibility when responding to the following questions.

"Corporate Social Responsibility is a firm's commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources."

Patagonia's CSR is:

Dishonest to me			Honest to me			
1	2	3	4	5	6	7
Honesty						

Patagonia's CSR is:

Insincere to me			Sincere to me			
1	2	3	4	5	6	7

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Note: variables on the left are scored for low involvement (1) and on the right for high involvement (7).

Consider the following definition of corporate social responsibility when responding to the following questions.

"Corporate Social Responsibility is a firm's commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources."

Patagonia's commitment to CSR is of:

No concern to me			Concern to me			

Sincerity

Patagonia's environmentalism:

Dis honest to me

Honest to me

1234567

Honesty

Patagonia's environmentalism:

Insincere to me

Sincere to me

1234567

Sincerity

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high. Score 1-7, with 7 (right) indicating most positive (recommendation).

When asked by other consumers about Patagonia I would say:

Negative things

Positive things

1234567

When asked by other consumers about Patagonia's environmental contributions I would say:

Negative things

Positive things

1234567

If another consumer asked me if I would recommend Patagonia I would say:

Absolutely not

Absolutely yes

1234567

If another consumer asked me if I would recommend Patagonia CSR I would say:

Absolutely not

Absolutely yes

1234567

What is your age?

- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- 65-74 years old
- 75 years or older

Please specify your ethnicity.

- White
- Hispanic or Latino
- Black or African American
- Native American or American Indian
- Asian/ Pacific Islander
- Other

What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

- No schooling completed
- High school graduate, diploma or the equivalent (for example: GED)
- Trade/ technical/ vocational training
- Some college credit, no degree
- Associate degree
- Bachelor's degree
- Master's degree
- Doctorate degree

Employment Status

- Full-time
- Part-time
- Self-employed
- Out of work and looking for work
- Out of work but not currently looking for work
- A homemaker
- A student

survey code: Patagonia_Publicity

Powered by Qualtrics

B.1.b – Patagonia Publicity Questionnaire Link:

https://unlv.co1.qualtrics.com/SE/?SID=SV_0pRht43xlp8HRUV

B.2 – Patagonia Advertisement



B.2.a – Patagonia Advertisement Questionnaire

Default Question Block

The purpose of this study is yield best practices for communicating corporate social responsibility (CSR) to consumers through media. You are being asked to participate in the study because you meet the following criteria: You are above 18 years of age and can form a general opinion about corporate social responsibility practices.

CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

If you volunteer to participate in this study, you will be asked to do the following: fully complete the provided survey. This study includes only minimal risks. The study will take 10-15 minutes of your time.

For questions regarding the rights of research subjects, any complaints or comments regarding the manner in which the study is being conducted you may contact the UNLV Office of Research

Integrity – Human Subjects at 702-895-2794, toll free at 877-895-2794, or via email at IRB@unlv.edu.

Your participation in this study is voluntary. You may withdraw at any time. You are encouraged to ask questions about this study at the beginning or any time during the research study.

Participant Consent:

I have read the above information and agree to participate in this study. I am at least 18 years of age. By continuing to take the survey you have accepted the terms and conditions and agree to allow your answers to be used in research analysis.

I know what corporate social responsibility (CSR) is.

Yes

No

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high.

My understanding of CSR is:

None at all
1 2 3 4 5 6 7
Extremely knowledgeable
understanding

I think CSR is:

Completely unnecessary
1 2 3 4 5 6 7
Completely necessary
necessity

Please read the following article completely before continuing the survey.



How many brands can run an ad like this?

COMMON THREADS INITIATIVE

REDUCE
WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR
WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE
WE help find a home for Patagonia gear
you no longer need
YOU sell or pass it on

RECYCLE
WE will take back your Patagonia gear
that is worn out
YOU pledge to keep your stuff out of
the landfill and reusable

REIMAGINE
TOGETHER we reimagine a world where we take
only what nature can replace

patagonia

allocate resources to
offer services
compatible with the
environment

protect the
environment

recycle its waste
materials properly

On the seven-point semantic differential scales below indicate your of agreement with the given statement. *Note: variables on the left are scored for low involvement (1) and on the right for high involvement (7).*

Consider the following definition of corporate social responsibility when responding to the following questions.

"Corporate Social Responsibility is a firm's commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources."

Patagonia's commitment to CSR is of :

No concern to me Concern to me
1 2 3 4 5 6 7
Concern

Patagonia's commitment to CSR is:

Irrelevant to me Relevant to me
1 2 3 4 4 5 6 7
Relevance

On a Likert scale from 1-7 rank your agreement with the following statements: *Note: variables on the left are scored for low agreement (1) and on the right for high agreement (7).*

In my opinion, regarding the environment, Patagonia is really trying to... ..

1 2 3 4 5 6 7
sponsor pro-
environmental
programs

Patagonia's commitment to CSR is:

Not valuable to me Valuable to me
0 1 2 3 4 5 6 7
Value

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high. *Score 1-7, with 7 (right) indicating most positive (high trust).*

Consider the below definition of trust when responding to the following questions.

The decision of a person to believe that a company is acting socially responsible e.g. takes care of the environment or community.

Patagonia's CSR is:

Dishonest to me Honest to me
1 2 3 4 5 6 7
Honesty

Patagonia's CSR is:

Insincere to me Sincere to me
1 2 3 4 5 6 7
Sincerity

Patagonia's environmentalism:

Dishonest to me Honest to me
1 2 3 4 5 6 7

honesty

Patagonia's environmentalism:

Insincere to me Sincere to me
1 2 3 4 5 6 7
Sincerity

On the seven-point semantic differential scales below indicate your of agreement with the given statement. Please note variables on the left are scored low and variables on the right are scored high. *Score 1-7, with 7 (right) indicating most positive (recommendation).*

When asked by other consumers about Patagonia I would say:

Negative things Positive things
1 2 3 4 5 6 7
.

When asked by other consumers about Patagonia's environmental contributions I would say:

Negative things Positive things
1 2 3 4 5 6 7
.

If another consumer asked me if I would recommend Patagonia I would say:

Absolutely not Absolutely yes
1 2 3 4 5 6 7
.

11. How likely are you to recommend Patagonia to a friend or colleague?

Absolutely not
1 2 3 4 5 6 7
Absolutely yes

–
Bachelor's degree
Master's degree
Doctorate degree

What is your age?

18-24 years old
25-34 years old
35-44 years old
45-54 years old
55-64 years old
65-74 years old
75 years or older

Employment Status

Full-time
Part-time
Self-employed
Out of work and looking for work
Out of work but not currently looking for work
A homemaker
A student

Please specify your ethnicity.

White
Hispanic or Latino
Black or African American
Native American or American Indian
Asian/ Pacific Islander
Other

survey code: Patagonia_Ad

Powered by Qualtrics

What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

No schooling completed
High school graduate, diploma or the equivalent (for example: GED)
Trade/ technical/ vocational training
Some college credit, no degree

B.2.b – Patagonia Advertisement Questionnaire Link:

https://unlv.co1.qualtrics.com/SE/?SID=SV_6AsmZoTAIMgdTkp

B.3 – Patagonia Control Questionnaire Link:

https://unlv.co1.qualtrics.com/SE/?SID=SV_da0AWVvqNDFTrw1

B.4 –UNLV Office of Integrity- Human Subjects

0% 100%

UNLV

The purpose of this study is yield best practices for communicating corporate social responsibility (CSR) to consumers through media. You are being asked to participate in the study because you meet the following criteria: You are above 18 years of age and can form a general opinion about corporate social responsibility practices.

CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

If you volunteer to participate in this study, you will be asked to do the following: fully complete the provided survey. This study includes only minimal risks. The study will take 10-15 *minutes* of your time.

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Your participation in this study is voluntary. You may withdraw at any time. You are encouraged to ask questions about this study at the beginning or any time during the research study.

Participant Consent:

I have read the above information and agree to participate in this study. I am at least 18 years of age. By continuing to take the survey you have accepted the terms and conditions and agree to allow your answers to be used in research analysis.

>>

APPENDIX B

B.1 Original Scales

Source	Description	Measure	Scale
Alvarado-Herrera, A., Bigne, E., Aldas-Manzano, J., & Curras-Perez, R. (2015). A Scale for Measuring Consumer Perceptions of Corporate Social Responsibility Following the Sustainable Development Paradigm. Journal of Business Ethics, 1-20.	CSR Scale;7-point, [Figure 11; pg. 18]	In my opinion, regarding society, [Hotel chain/Park name] is really...	... Trying to sponsor educational programmes (Soc1)
			... Trying to sponsor public health programmes (Soc3)
			... Trying to be highly committed to well-defined ethical principles (Soc4)
			... Trying to sponsor cultural programmes (Soc6)
			... Trying to make financial donations to social causes (Soc7)
			... Trying to help to improve quality of life in the local community (Soc8)
		In my opinion, regarding the environment, [Hotel chain/Park name] is really...	... Trying to sponsor pro-environmental programmes (Env1)
			... Trying to allocate resources to offer services compatible with the environment (Env2)
			... Trying to carry out programs to reduce pollution (Env4)
			... Trying to protect the environment (Env5)
			... Trying to recycle its waste materials properly (Env6)
			... Trying to use only the necessary natural resources (Env7)
		In my opinion, regarding economy, [Hotel chain/ park name] is really..	...trying to maximize profits in order to guarantee its continuity (Eco2)
			...trying to build social relations with its customers to assure its long-term economic success (Eco3)
			...trying to continuously improve the quality of services that they offer (Eco3)

			...trying to have competitive pricing policy (Eco4)
			...trying to always improve its financial performance (Eco7)
			...trying to do its best to be more productive (Eco8)
Zaichkowsky, J. L. (1994). The Personal Involvement Inventory: Reduction, Revision, and Application to Advertising. <i>Journal of Advertising</i> 23(4), 59-70.	Involvement Scale; 7 semantic differential seven point scale [Appendix A; pg 70]	To me (object to be judged) is:	important _:_:_:_:_:_:_:_ unimportant
			boring: _:_:_:_:_:_:_:_ interesting
			relevant: _:_:_:_:_:_:_:_ irrelevant
			exciting: _:_:_:_:_:_:_:_ unexciting
			means nothing: _:_:_:_:_:_:_:_ means a lot
			appealing: _:_:_:_:_:_:_:_ unappealing
			fascinating: _:_:_:_:_:_:_:_ mundane
			worthless :_:_:_:_:_:_:_:_ : valuable
			involving :_:_:_:_:_:_:_:_ : uninvolving
			no concern :_:_:_:_:_:_:_:_ : concern
Menon, S., & Kahn, B. E. (2003). Corporate sponsorships of philanthropic activities: When do they impact perception of sponsor brand? <i>Journal of Consumer Psychology</i> , 13(3), 316-327.	CSR Trust	Scale anchors: 1 (disagree strongly) to 9 (agree strongly)	genuinely concerned about customer welfare
			believes in philanthropy and giving generously to worthy causes
			highly involved on community activities
			highly concerned about environmental issues
Wheless, L. R., & Andersen, J. F. (1978, April). <i>An empirical test of social penetration and indices of its critical components.</i>	Trust Scale; 7 point semantic differential scale	On the scale that follows indicate your reaction to ____	trustworthy:_:_:_:_:_:_:_:_ : untrustworthy
			distrustful of this person :_:_:_:_:_:_:_:_ : trustful of this person
			confidential :_:_:_:_:_:_:_:_ : divulging
			exploitive :_:_:_:_:_:_:_:_ : benevolent
			safe :_:_:_:_:_:_:_:_ : dangerous
			not deceitful :_:_:_:_:_:_:_:_ : deceitful

			tricky : _ : _ : _ : _ : _ : _ : straightforward
			respectful : _ : _ : _ : _ : _ : _ : disrespectful
			inconsiderate : _ : _ : _ : _ : _ : _ : considerate
			honest : _ : _ : _ : _ : _ : _ : dishonest
			unreliable : _ : _ : _ : _ : _ : _ : reliable
			faithful: _ : _ : _ : _ : _ : _ : unfaithful
			insincere : _ : _ : _ : _ : _ : _ : sincere
			careful : _ : _ : _ : _ : _ : _ : careful
Oliver, R. L. (1984), Satisfaction: A Behavioral Perspective on the Consumer, McGraw-Hill, New York, NY.	Complaining and complimenting	I complained to the dealership about the car	YES / NO ; If yes, how many times? 1, 2, 3, 4, 5+
		I praised the car to the dealership	YES / NO ; If yes, how many times? 1, 2, 3, 4, 5+
		I complained to the salesperson about the way I was treated	YES / NO ; If yes, how many times? 1, 2, 3, 4, 5+
		I complimented the salesperson on the fair treatment I received	YES / NO ; If yes, how many times? 1, 2, 3, 4, 5+
	Word of Mouth (WOM)	About how many people have you talked to concerning the good things or bad things about your	Car: _____
			Salesperson: _____
		Did your tell these people mostly positive or mostly negative things about	(Car): Mostly negative 1 ; 2 ; 3 ; 4 (Half & Half); 5 ; 6 ; 7; Mostly Positive
			(Salesperson): Mostly negative 1 ; 2 ; 3 ; 4 (Half & Half); 5 ; 6 ; 7; Mostly Positive

		the:	
		Did you recommend	(Not buy the car)1; 2; 3; 4; 5; 6; 7 ; 7 (Buy the car)
		that these people	(Not buy from the sales person)1; 2; 3; 4; 5; 6; 7 ; 7 (Buy from the salesperson)

B.2 Modified Scales

Source	Descripti on	Measure	Scale
N/A	independ ent variable	Knowledge	I know what Corporate Social Responsibility is: yes_ ; no_
		Understanding	My understanding of CSR is: None at all:_ : _ : _ : _ : _ : _ : Extremely Knowledgeable
		Necessity	I think CSR is: Completely Unnecessary:_ : _ : _ : _ : _ : _ : Completely Unnecessary
Alvarado-Herrera, A., Bigne, E., Aldas-Manzano, J., & Curras-Perez, R. (2015). A Scale for Measuring Consumer Perceptions of Corporate Social Responsibility Following the Sustainable Development Paradigm. Journal of Business Ethics, 1-20.	CSR Scale;7-point, [Figure 11; pg. 18]	Sponsorship perspective	In my opinion, regarding society, Lee Jeans is really..... Trying to sponsor public health programmes
			In my opinion, regarding the environment, Patagonia is really..... Trying to sponsor pro-environmental programmes
		Commitment/ Resources perspective	In my opinion, regarding society, Lee Jeans is really..... Trying to be highly committed to well-defined ethical principles
			In my opinion, regarding the environment, Patagonia is really..... Trying to allocate resources to offer services compatible with the environment
		Contribution perspective	In my opinion, regarding society, Lee Jeans is really..... Trying to make financial donations to social causes
			In my opinion, regarding the environment, Patagonia is really..... Trying to protect the environment
		Impact perspective	In my opinion, regarding society, Lee Jeans is really..... Trying to help to improve quality of life in the local community
			In my opinion, regarding the environment, Patagonia is really..... Trying to recycle its waste materials properly

critical components.			
Oliver, R. L. (1984), Satisfaction: A Behavioral Perspective on the Consumer, McGraw-Hill, New York, NY.	Word of Mouth (WOM)	Brand Word of Mouth	When asked by other consumers about Lee Jeans I would say: Negative Things :_:_:_:_:_:_ : Positive Things
			When asked by other consumers about Patagonia I would say:Negative Things :_:_:_:_:_:_ : Positive Things
		CSR Word of Mouth	When asked by other consumers about Lee Jeans social contributions I would say: Negative Things :_:_:_:_:_:_ : Positive Things
			When asked by other consumers about Patagonia's environmental contributions I would say: Negative Things :_:_:_:_:_:_ : Positive Things
		Brand Recommendation	If another consumer asked me if I would recommend Lee Jeans I would say: Absolutely Not :_:_:_:_:_:_ : Absolutely Yes
			If another consumer asked me if I would recommend Patagonia I would say: Absolutely Not :_:_:_:_:_:_ : Absolutely Yes
		CSR Recommendation	If another consumer asked me if I would recommend Lee Jean's CSR I would say: Absolutely Not :_:_:_:_:_:_ : Absolutely Yes
			If another consumer asked me if I would recommend Patagonia's CSR I would say:Absolutely Not :_:_:_:_:_:_ : Absolutely Yes
	Demographics		<p>What is your age?</p> <p>o 18-24 years old</p> <p>o 25-34 years old</p> <p>o 35-44 years old</p> <p>o 45-54 years old</p> <p>o 55-64 years old</p> <p>o 65-74 years old</p> <p>o 75 years or older</p> <p>Please specify your ethnicity.</p> <p>o White</p> <p>o Hispanic or Latino</p>

		<ul style="list-style-type: none"> <input type="radio"/> Black or African American <input type="radio"/> Native American or American Indian <input type="radio"/> Asian/ Pacific Islander <input type="radio"/> Other <p>What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.</p> <ul style="list-style-type: none"> <input type="radio"/> Some college credit, no degree <input type="radio"/> Associate degree <input type="radio"/> Bachelor's degree <input type="radio"/> Master's degree <input type="radio"/> Doctorate degree <p>Employment Status</p> <ul style="list-style-type: none"> <input type="radio"/> Full-time <input type="radio"/> Part-time <input type="radio"/> Self-employed <input type="radio"/> Out of work and looking for work <input type="radio"/> Out of work but not currently looking for work <input type="radio"/> A homemaker <input type="radio"/> A student
--	--	--

Appendix C

C.1 – Table 1

Table 1: Manipulation Check of Means

Group number	sponsorship perspective	commitment & resources perspective	contribution perspective	impact perspective	Concern
Patagonia Control	4.82	4.90	5.04	4.98	4.68
Patagonia Advertisement	5.44	5.27	5.62	5.70	5.27
Patagonia Publicity	4.63	4.31	4.72	4.48	4.37
Lee Jeans Control	3.54	4.10	4.02	3.82	3.90
Lee Jeans Advertisement	4.20	4.30	4.95	4.56	4.43
Lee Jeans Publicity	4.84	4.84	4.95	4.69	4.44
Total	4.67	4.66	4.97	4.78	4.57

Table 1: Manipulation Check of Means Continued

Group number	Relevance	value	CSR Honesty	CSR Sincerity	Initiative Honesty
Patagonia Control	4.67	4.57	5.35	5.36	5.31
Patagonia Advertisement	5.25	5.40	5.54	5.45	5.47
Patagonia Publicity	4.63	4.34	4.90	4.81	4.99
Lee Jeans Control	4.02	3.74	4.88	4.76	4.78
Lee Jeans Advertisement	4.62	4.18	5.23	5.07	4.95
Lee Jeans Publicity	4.31	4.29	5.24	5.10	5.26
Total	4.64	4.49	5.21	5.10	5.15

Table 1: Manipulation Check of Means Continued

Group number	Initiative Sincerity	When asked about Brand Id say	When asked about CSR imitative Id say	Brand recommendation	Initiative recommendation
Patagonia Control	5.32	5.36	5.21	5.17	5.13
Patagonia Advertisement	5.60	5.82	5.84	5.70	5.72
Patagonia Publicity	5.02	4.99	4.99	5.05	5.02
Lee Jeans Control	4.76	5.04	4.98	5.11	4.84
Lee Jeans Advertisement	4.94	5.32	5.07	5.09	5.01
Lee Jeans Publicity	5.27	5.27	5.26	5.15	5.16
Total	5.18	5.33	5.26	5.23	5.19

C.2- Table 2

Table 2: Manipulation Check of Significance

	Sig.
sponsorship perspective	.000
commitment & resources perspective	.000
contribution perspective	.000
impact perspective	.000
Concern	.000

Relevance	.000
Value	.000
CSR Honesty	.011
CSR Sincerity	.017
Initiative Honesty	.023
Initiative Sincerity	.004
When asked about Brand Id say	.000
When asked about CSR initiative I'd say	.000
Brand recommendati on	.002
Initiative recommendati on	.000

C.3 – Table 3

Table 3: Dependent Variables Descriptive Statistics

<u>DEPENDENT VARIABLE</u>	<u>N</u>	<u>MEAN</u>	<u>STANDARD DEVIATION</u>
Sponsorship Perspective	516	4.67	1.691
Commitment & Resources Perspective	522	4.66	1.643
Contribution Perspective	522	4.97	1.686
Impact Perspective	521	4.78	1.763
Concern	518	4.57	1.644

Relevance	513	4.64	1.688
Value	517	4.49	1.920
CSR Honesty	518	5.21	1.368
CSR Sincerity	516	5.10	1.506
Initiative Honesty	516	5.15	1.434
Initiative Sincerity	517	5.18	1.502
Brand WOM	520	5.33	1.214
CSR WOM	514	5.26	1.257
Brand Recommendation	512	5.23	1.273
CSR Recommendation	475	5.19	1.343

C.4 – Table 4

Table 4: Questionnaires and Descriptive Statistics

		N	Mean	Std. Deviation
sponsorship perspective	Patagonia Control	50	4.82	1.366
	Patagonia Advertisement	106	5.44	1.574
	Patagonia Publicity	99	4.63	1.77
	Lee Jeans Control	48	3.54	1.57
	Lee Jeans Advertisement	101	4.2	1.685
	Lee Jeans Publicity	112	4.84	1.54
	Total	516	4.67	1.691
commitment / resources	Patagonia Control	51	4.9	1.315

perspective	Patagonia Advertisement	108	5.27	1.705
	Patagonia Publicity	99	4.31	1.771
	Lee Jeans Control	49	4.1	1.584
	Lee Jeans Advertisement	104	4.3	1.532
	Lee Jeans Publicity	111	4.84	1.511
	Total	522	4.66	1.643
contribution perspective	Patagonia Control	51	5.04	1.455
	Patagonia Advertisement	108	5.62	1.587
	Patagonia Publicity	99	4.72	1.79
	Lee Jeans Control	49	4.02	1.548
	Lee Jeans Advertisement	104	4.95	1.597
	Lee Jeans Publicity	111	4.95	1.697
	Total	522	4.97	1.686
impact perspective	Patagonia Control	51	4.98	1.476
	Patagonia Advertisement	108	5.7	1.536
	Patagonia Publicity	98	4.48	1.944
	Lee Jeans Control	49	3.82	1.776
	Lee Jeans Advertisement	104	4.56	1.624

	Lee Jeans Publicity	111	4.69	1.683
	Total	521	4.78	1.763
Concern	Patagonia Control	50	4.68	1.406
	Patagonia Advertisement	107	5.27	1.489
	Patagonia Publicity	98	4.37	1.819
	Lee Jeans Control	48	3.9	1.801
	Lee Jeans Advertisement	103	4.43	1.563
	Lee Jeans Publicity	112	4.44	1.529
	Total	518	4.57	1.644
Relevance	Patagonia Control	49	4.67	1.39
	Patagonia Advertisement	107	5.25	1.474
	Patagonia Publicity	97	4.63	1.799
	Lee Jeans Control	47	4.02	1.788
	Lee Jeans Advertisement	101	4.62	1.708
	Lee Jeans Publicity	112	4.31	1.687
	Total	513	4.64	1.688
value	Patagonia Control	49	4.57	1.86
	Patagonia Advertisement	108	5.4	1.497
	Patagonia Publicity	99	4.34	2.056

	Lee Jeans Control	47	3.74	2.162
	Lee Jeans Advertisement	103	4.18	1.898
	Lee Jeans Publicity	111	4.29	1.831
	Total	517	4.49	1.92
CSR Honesty	Patagonia Control	49	5.35	1.267
	Patagonia Advertisement	108	5.54	1.329
	Patagonia Publicity	99	4.9	1.549
	Lee Jeans Control	49	4.88	1.111
	Lee Jeans Advertisement	102	5.23	1.202
	Lee Jeans Publicity	111	5.24	1.46
	Total	518	5.21	1.368
CSR Sincerity	Patagonia Control	50	5.36	1.139
	Patagonia Advertisement	106	5.45	1.538
	Patagonia Publicity	98	4.81	1.654
	Lee Jeans Control	49	4.76	1.362
	Lee Jeans Advertisement	102	5.07	1.451
	Lee Jeans Publicity	111	5.1	1.531
	Total	516	5.1	1.506
Initiative Honesty	Patagonia Control	49	5.31	1.326

	Patagonia Advertisement	105	5.47	1.494
	Patagonia Publicity	97	4.99	1.565
	Lee Jeans Control	49	4.78	1.311
	Lee Jeans Advertisement	102	4.95	1.367
	Lee Jeans Publicity	110	5.26	1.359
	Total	512	5.15	1.434
Initiative Sincerity	Patagonia Control	50	5.32	1.253
	Patagonia Advertisement	108	5.6	1.44
	Patagonia Publicity	98	5.02	1.674
	Lee Jeans Control	49	4.76	1.422
	Lee Jeans Advertisement	101	4.94	1.509
	Lee Jeans Publicity	111	5.27	1.446
	Total	517	5.18	1.502
Brand WOM	Patagonia Control	50	5.36	1.156
	Patagonia Advertisement	108	5.82	1.118
	Patagonia Publicity	99	4.99	1.366
	Lee Jeans Control	48	5.04	1.051
	Lee Jeans Advertisement	103	5.32	1.131

	Lee Jeans Publicity	112	5.27	1.193
	Total	520	5.33	1.214
CSR WOM	Patagonia Control	48	5.21	1.091
	Patagonia Advertisement	107	5.84	1.214
	Patagonia Publicity	99	4.99	1.29
	Lee Jeans Control	48	4.98	1.082
	Lee Jeans Advertisement	101	5.07	1.219
	Lee Jeans Publicity	111	5.26	1.284
	Total	514	5.26	1.257
Brand recommendation	Patagonia Control	48	5.17	1.173
	Patagonia Advertisement	105	5.7	1.153
	Patagonia Publicity	99	5.05	1.48
	Lee Jeans Control	47	5.11	0.983
	Lee Jeans Advertisement	101	5.09	1.234
	Lee Jeans Publicity	112	5.15	1.289
	Total	512	5.23	1.273
CSR recommendation	Patagonia Control	46	5.13	1.002
	Patagonia Advertisement	106	5.72	1.233
	Patagonia Publicity	98	5.02	1.506

	Lee Jeans Control	49	4.84	1.048
	Lee Jeans Advertisement	102	5.01	1.368
	Lee Jeans Publicity	112	5.16	1.392

C.5 – Table 5

Table 5: Oneway ANOVA

<u>DEPENDENT VARIABLE</u>		<u>df</u>	<u>F</u>	<u>Sig.</u>
Sponsorship Perspective	Between Group	5	11.693	.000
	Within Groups	510		
	Total	515		
Commitment & Resources Perspective	Between Group	5	6.832	.000
	Within Groups	516		
	Total	521		
Contribution Perspective	Between Group	5	7.196	.000
	Within Groups	516		
	Total	521		
Impact Perspective	Between Group	5	10.881	.000
	Within Groups	515		
	Total	520		
Concern	Between Group	5	6.475	.000
	Within Groups	512		
	Total	517		
Relevance	Between Group	5	5.128	.000
	Within Groups	507		
	Total	512		
Value	Between Group	5	7.602	.000
	Within Groups	511		
	Total	516		
CSR Honesty	Between Group	5	3.006	.011
	Within Groups	512		
	Total	517		
CSR Sincerity	Between Group	5	2.779	.017
	Within Groups	510		
	Total	515		
Initiative Honesty	Between Group	5	2.623	.023
	Within Groups	506		
	Total	511		
Initiative Sincerity	Between Group	5	3.472	.004
	Within Groups	511		
	Total	516		
Brand WOM	Between Group	5	6.018	.000
	Within Groups	514		
	Total	519		
CSR WOM	Between Group	5	6.809	.000
	Within Groups	508		

	Total	513		
Brand Recommendation	Between Group	5	3.740	.002
	Within Groups	506		
	Total	511		
CSR Recommendation	Between Group	5	4.823	.000
	Within Groups	507		
	Total	512		

*. The mean difference is significant at the 0.05 level or less.

C.6 – Table 6

Table 6 Post Hoc TukeyTest: Multiple Comparisons

Dependent Variable	(I) Group number	(J) Group number	Mean Difference (I-J)	Std. Error	Sig.
Sponsorship perspective	Patagonia Advertisement	Patagonia Publicity	.817*	.225	.004
	Lee Jeans Advertisement	Lee Jeans Publicity	-.641	.221	.044
Commitment & resources perspective	Patagonia Advertisement	Patagonia Publicity	.955*	.222	.000
	Lee Jeans Advertisement	Lee Jeans Publicity	-.540	.218	.134
Contribution perspective	Patagonia Advertisement	Patagonia Publicity	.903*	.228	.001
	Lee Jeans Advertisement	Lee Jeans Publicity	-.003	.223	1.000
Impact perspective	Patagonia Advertisement	Patagonia Publicity	1.224*	.235	.000
	Lee Jeans Advertisement	Lee Jeans Publicity	-.136	.230	.992
Concern	Patagonia Advertisement	Patagonia Publicity	.904*	.224	.001
	Lee Jeans Advertisement	Lee Jeans Publicity	-.010	.219	1.000
Relevance	Patagonia Advertisement	Patagonia Publicity	.623	.232	.080
	Lee Jeans Advertisement	Lee Jeans Publicity	.311	.227	.745
Value	Patagonia Advertisement	Patagonia Publicity	1.055*	.259	.001
	Lee Jeans Advertisement	Lee Jeans Publicity	-.104	.255	-.83
CSR Honesty	Patagonia Advertisement	Patagonia Publicity	.638*	.189	.010
	Lee Jeans	Lee Jeans Publicity	-.018	.186	1.000

	Advertisement				
CSR Sincerity	Patagonia Advertisement	Patagonia Publicity	.647*	.209	.026
	Lee Jeans Advertisement	Lee Jeans Publicity	-.030	.205	1.000
Initiative Honesty	Patagonia Advertisement	Patagonia Publicity	.477	.200	.165
	Lee Jeans Advertisement	Lee Jeans Publicity	-.313	.196	.600
Initiative Sincerity	Patagonia Advertisement	Patagonia Publicity	.581	.207	.058
	Lee Jeans Advertisement	Lee Jeans Publicity	-.330	.204	.589
Brand WOM	Patagonia Advertisement	Patagonia Publicity	.834*	.165	.000
	Lee Jeans Advertisement	Lee Jeans Publicity	.053	.162	1.000
CSR WOM	Patagonia Advertisement	Patagonia Publicity	.851	.171	.000
	Lee Jeans Advertisement	Lee Jeans Publicity	-.192	.168	.864
Brand Recommendation	Patagonia Advertisement	Patagonia Publicity	.645*	.176	.004
	Lee Jeans Advertisement	Lee Jeans Publicity	-.606*	.175	.999
CSR Recommendation	Patagonia Advertisement	Patagonia Publicity	.697*	.185	.003
	Lee Jeans Advertisement	Lee Jeans Publicity	-.151	.180	.961

*. The mean difference is significant at the 0.05 level or less.

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Curriculum Vitae

RELATIVE EXPERIENCE

Caesars Entertainment Sustainability and citizenship Specialist *January 2015- Current*

- Manage environmental and volunteer employee and community programs for 35+ properties
- Create original content creation for corporate citizenship blog, social media, toolkits and various internal online platforms.

UNLV Graduate College Communications Graduate Assistant (GA) *July 2014-May 2015*

- Responsibilities include internal/ external communications, campus relations, newsletter content and design, social media analytics and original content creation, branding, administrative tasks, flyer and logo design.

Idaho Department of Labor (ACEA) Business Development Intern *Aug 2013- May 2014*

- Redefine and create marketing plans, workshop development and coordination, public speaking, website content, networking, and community outreach.
- Create and maintain social media, logos, and marketing materials.

Journal Broadcast Group Promotions Assistant *May 2011- Aug 2013*
(KIVI, KNIN, KQXR, KTHI, KRVB, KJOT)

- Event Organizer/ Volunteer Coordinator for the 4th of July Fireworks in Ann Morrison Park (2011- 2013), KRVB Concert for Cause Silent Auction (2011, 2012), KTHI Golf Tournament (2011-2013).
- Administrative work including managing prize forms and remote sheets, Google calendar information, front desk reception, Photoshop, and broadcast board operation.
- Manage KQXR/ KRVB street team, band appearances and interviews, and photos/video libraries.

ACTIVITIES AND LEADERSHIP POSITIONS

Public Relations Student Society of America (PRSSA) *Aug 2012- May 2014*

- Canned food drive campaign for the Boise Rescue Mission's City Lights Shelter 501(c).
- Created PR campaigns and write newsletters, media kits, blogs, and evaluations.

EDUCATION

Public Relations Student Society of America (PRSSA) *Aug 2012- May 2014***BA, Communication and Public Relations Certificate**

- Relational and Organizational Emphasis
 - Boise State University

MA, Journalism and Media Studies *Aug 2014- May 2016*

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- Corporate Social Responsibility (CSR) communication research