THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON BRAND AWARENESS. A CASE STUDY OF UNILEVER ZIMBABWE

BY

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(OCTOBER 2013)
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I, Chikanya Patrick declare that this research project herein is my original work and has not been copied or extracted from previous source without due acknowledgement of the source.

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DEDICATION
This research is dedicated to my brothers (Robert Chikanya, Innocent Chikanya, Richard Chikanya and Godfrey Chikanya) and friends for their most appreciable efforts and contributions to the researcher’s entire academic life.
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Most importantly, my deepest gratitude goes to my supervisor for his excellent supervision during the whole period of conducting this research project. Thanks to my late parents who made me who I am today. I would like to extent my heartful thanks to my beloved brothers (Robert Chikanya, Innocent Chikanya, Richard Chikanya and Godfrey Chikanya) for their financial support towards success of this academic journey. I will always be grateful to those who offered so many prayers throughout this journey but above all, I thank God who answered those prayers.
ABSTRACT
The study was carried out on the impact of Corporate Social Responsibility (CSR) on brand awareness with reference to Unilever Zimbabwe Private Ltd since the research has noted that customers are not aware of the firm’s food brands from the implementation of CSR programmes. The objectives of this were to explore Corporate Social Responsibility activities carried out by Unilever Zimbabwe, to determine the attributes (trust, closeness and credibility) that should be taken into account by the organisation when measuring their brands from implementation of corporate social responsibility programs and to establish the relationship between CSR and brand awareness. Causal research design was employed in this study and a sample of 80 respondents was drawn from Harare CBD and company’ Head Office through the use of simple random sampling technique. Questionnaires in the form of 5 point Lirket scale were used to collect primary data. Data was presented using statistical tables and analysed using Special Package for Social Science software (SPSS version 16.0). The findings revealed that the organisation is much involved in donating to charities, environmental awareness activities, training for employees and information dissemination however some activities were not mostly used by the organisation such as donating for education, sponsorship of sport activities, poverty alleviation and provision of equal employment opportunities. Product attributes were also examined from the implementation of CSR programmes. The relationship between CSR and brand awareness was measured using regression coefficients and the relationship was tested on each product. The researcher concludes that there is a positive relationship between CSR and brand awareness. The researcher recommends that future researchers can use this research as a threshold for other researches on CSR as a marketing tool in exploiting marketing competitive advantage.
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LIST OF ABBREVIATIONS AND ACRONYMS

CSR- Corporate Social Responsibility
CSRs- Corporate Social Reinvestments
BAR- Brand Awareness of Royco
BAA- Brand Awareness of Aromat
BAS- Brand Awareness of Stock Margarine
TOT- Transfer of Technology
CD- Community Development
CBR- Corporate Brand Relationship
CPI- Consumer Purchasing Intention
CBD- Central Business District
CHAPTER I

INTRODUCTION

1.0 Introduction
This chapter focuses on the background of the study, statement of the problem, research objectives, hypothesis, assumptions of the study, scope or importance of the study, delimitations and limitations of the study, definition of major terms, organisation of the study and summary. This research or study emphasizes explicitly on the impact of corporate social responsibility on brand awareness on a case study of Unilever Zimbabwe Private Limited.

1.1 Background of the study
Corporate Social Responsibility (CSR) has been receiving much attention lately from many organizations and this therefore influenced many organisations to channel their resources towards societal and environmental developments. Again, the interest of CSR has grown rapidly the recent years and people are taking to demand that companies take their social responsibility. This gives rise to an extensive and critical debate about the role and conduct of business and their associated corporate social responsibilities in the community, is taking place among academics and practitioners alike (Aras and Crowther; 2007). However, business does not exist in a vacuum, but it simultaneously dependent on a number of stakeholders, be it employees, customers, investors, interest groups, community and the government. Corporate social responsibility refers to transparent business practices that are based on ethical values, compliance with legal requirements and respect for people, communities and the environment (Robbins and Coulter; 2002) while McWilliams and Siegel (2001) posit CSR as the actions that appear to further some social good beyond the interest of the firm and that is required by law.

In tandem with the company’s vision of producing numerous brand name foods, Unilever Zimbabwe introduced various programmes of corporate social responsibility. In this regards, Unilever Zimbabwe converge into societal and Christian based mission in line with Andrew Carnegie’s Gospel of Wealth Theory, under the motto, “Through Unilever Sustainable Living Plan.” This act as a motive for the company to further support charitable organizations,
which include children orphaned by HIV/AIDS and elderly home based care centre’s, hospitals and the society at large. The company attributes and donated a consignment of mushroom dispensers to Seke South District and Chitungwiza Hospital (Herald; 2012). Its mission of striving to be socially responsible goes further in introducing environmental awareness campaign activities such as cleaning campaigns during in 2008 were there was massive outbreak of cholera. On the other hand, companies around the world find themselves engaging in CSR for one or other reasons. Utilitarian theorists like Garriga and Mele (2002) viewed the theory as a base for formulating competitive strategy which include altruistic activities as instruments. These beneficial outcomes of the involvement in CSR motivated corporations to make it an integral part of business. In this case, Unilever Zimbabwe carried various CSR activities as strategy which benefits the organisation.

Unilever Zimbabwe Private Ltd is one of the largest companies which provide food and detergents products. However, this research is only confined to Unilever Zimbabwe’s brand of food products. Unilever Zimbabwe formerly known as Lever Brothers in 2003 before restructuring exercise has a portfolio that ranges from nutritionally balanced food brands namely stock margarine, aromat carry powder and powdered soup (royco) whom the researcher dwells much in the research and these products have attributes which determine the extent of creating brand awareness. The company is also one of the big companies listed on the Zimbabwe Stock Exchange (Z.S.E) in terms of market capitalization. The company continued to invest in research facilities throughout the millennium period which comprise of food line products and researched detergents depending on cultural differences. Unilever Zimbabwe has ninety percent (90%) share of powdered soup in the Zimbabwean market, twenty five percent (25%) of soap, 10% of stock margarine and five percent (5%) in the aromat carry powder section (Company profile; 2012).

Unilever Zimbabwe Private Ltd is facing different challenges through its efforts in implementing its corporate social responsibility programmes. The company is facing much criticism from internal publics in striving to transform the lives of less privileged people. Shareholders and employees were arguing that there is shire wastage of company’s resources through channeling the funds to irrelevant functions such as CRS, instead of the funding activities that directly benefit company. Other challenges have been perpetrated by some external publics arguing that stewardship and donations is a way of influencing the citizens to be more resilient, lazy and dependent, not to be self-sufficient. In line with this, people with
the same sentiments negatively accept CSR hence forth disassociating with the brand. This criticism resulted in a reduction of corporate social responsibility activities carried out by the company. The other challenge being faced by the company is that the demand of some of its food products is still low due to low consumer disposable income and high operational costs. This also negatively impact on Consumer Buying Behavior (CBB) and thereafter customers would not be aware of the company’s food brands. Although the company experience some challenges but it also has opportunities which include an increasing market share in other niche markets through being socially responsible.

This research, therefore, prompted the researcher to carry out a study to find out if corporate social responsibility (CSR) plays an integral role in creating brand awareness which is a backbone to long term corporate survival and marketing strategy.

1.2 Statement of the problem
Despite the corporate social responsibility activities carried out by Unilever Zimbabwe Private Ltd, many customers are not aware of Unilever brands of food products from the implementation of CSR programmes. This therefore prompted the researcher to carry out a research on the impact of corporate social responsibility on brand awareness in the case of Unilever Zimbabwe since CSR is a central topic on debate which is circulating around the globe on other organisational responsibilities. The company’s effort has also been rendered by a massive criticism from internal publics arguing that there are no benefits that the company is getting from social investment.

1.3 Research objectives
To explore corporate social responsibility activities carried out by Unilever Zimbabwe Private Ltd.

To determine the attributes (trust, closeness and credibility) that should be taken into account by the organisation when measuring their brands from implementation of corporate social responsibility programs.

To establish the relationship between corporate social responsibility and brand awareness.
1.4 Hypothesis

H1: Unilever Zimbabwe carries out relevant corporate social responsibility activities.

H2.1 Unilever Zimbabwe’s brands are very trustable by the community.

2.2 Unilever Zimbabwe’s brands are very close to the community.

2.3 Unilever Zimbabwe’s brands are very credible to the community.

H3: There is relationship between corporate social responsibility create brand awareness.

1.5 Research assumptions

In this research, the researcher assumes that participants cooperate and give valid data during the research process and CSR affect brand awareness. The researcher also assumes that the sample size was the true representative of the total population and responses were sufficient enough for the researcher to draw valid conclusions and recommendations concerning the subject matter under study as well as respondents clearly understand of the concept of corporate social responsibility. Many respondents were from Harare CBD because the researcher assumes that it is a place where people with different ethnic background and culture meet.

1.6. Significance of the study

To the Researcher

The researcher gains practical knowledge in the field of research arena at the same time fulfilling the requirements of Bindura University of Science Education in line with the Bachelor of Business Studies Honors Degree in the field of Marketing. This research also enables the researcher to greatly appreciate the role played by corporate social responsibility in the contemporary businesses.

To Bindura University

The research brings a sense of academic development as other students refer it on the issues concerning corporate social responsibility. In addition, other researchers will get a base or platform for further researches to rejuvenate their current knowledge on the impact of corporate social responsibility on brand awareness.
To Unilever Zimbabwe Private Ltd

The research helps the company to greatly appreciate and make use of corporate social responsibility activities as a competitive tool in exploiting local marketing opportunities. Furthermore, the recommendations from this research help the company to foster stability, improve efficiency as well as acting as basis regarding areas of improvement in the organization and defending market share.

To Marketers

This research will be in the best interest of marketers since it help marketers to appreciate the concept of brand awareness as described by Rossiter and Percy (1987) as being the essential to commence the communication process as well as a strategic marketing tool for organisation to exploit marketing competitive advantage.

1.7 Delimitations of the study

The researcher concentrated on conducting the research at the company’s (Unilever Zimbabwe Private Ltd) Head Office in Harare and in the Central Business District (CBD). The target population in this research was individual customers, company’s employees and management of Unilever Zimbabwe Private in Harare and also the researcher focused on the impact of corporate social responsibility on brand awareness hence other factors that may impact on brand awareness would not constitute the research framework.

1.8 Limitations of the study

Some respondents did not participate in the research hence this limited the research findings that the researcher was supposed to come up with. The researcher concentrated on carrying out a research in the company’s head quota and Harare CBD which is regarded as the central meeting point of many customers hence the results may not be generalized to other customers outside Harare. The researcher carried out the research in a short period of time and the sample was too small to generalize the results to other organizations in the same context.

1.9 Definitions of Terms

**Brand awareness**-Refers to the extent to which brand is recognised and the likelihood that customers know the existence of a company’s product (Kotler and Lee; 2004).

**Brand**- Is a name, term or symbol which is used to identify the goods or services and differentiate them from competitors (Maneet; 2011).
**Corporate social responsibility**- Refers to a commitment to improve community well being through discretionary business practices and contributions of corporate resources (Wood; 1991).

**Social investment**-Is the practice of making voluntary financial and non-financial contributions that demonstrably help local communities and broader societies to address their development priorities (Porter and Kramer; 2011).

**Social Responsibility**-Is the obligation of an organization’s management towards the welfare interests of the society in which it operates (Herbert and Schantz; 2007).

**Stewardship**-Is the responsibility that companies have to undertake and manage their impacts on the society and environment in a number of ways (Newborne and Kerwin; 1999).

1.10 **Organisation of the study**

Thus project is dissertation is divided into five chapters. The chapter introduced the research topic, background of the study in order to give the light of the area to studied, statement of the problem, research objectives, hypothesis, significance of the study, assumptions of the study, delimitations, and limitations of the study and definition of terms used in this study. Theoretical framework in chapter two comprises of theories and models guided by research objectives as well as empirical evidence. Chapter three focuses on research methodology which covers research design adopted, target population, research instruments, sampling technique and sample size, data collection procedures and data analysis which the researcher used. The findings were presented, interpreted and discussed in chapter four. Conclusively, chapter five summarises the research in its entirety, conclusions of the research findings and recommendations using research findings as a threshold.

1.11 **Summary**

This chapter covered the introduction, background of the study, statement of the problem, research questions, research objectives, delimitations and limitations of the study, assumptions, significance of the study, definitions of terms, organisation of the study and summary. The next chapter looks at literature review.
CHAPTER II

LITERATURE REVIEW

2.0 Introduction
This chapter examines theoretical framework and empirical evidence related to the topic. The theoretical framework will be guided by research objectives focusing on the theories and models on the topic. The researcher continues to look at what other scholars and researchers did in line with similar research problem by concentrating on the existing literature which comprises of dissertations, journals, books and electronic sources such as online journals and articles.

2.1 Theoretical Framework
2.2 Definition of Corporate social responsibility (CSR)
Kotler, Armstrong, Saunders and Wong (1999) define corporate social responsibility under European Commission as enterprises’ contribution to sustainable development. They further suggested that raising the level of social responsible market call for making three prolonged attack that relies on bona- fide legal, ethical and social responsibilities. This means that businesses must ensure that every employee knows at the same time observe relevant laws such as not to offer bribery or industrial espionage and individual marketers must practice a social conscience in specific dealings with stakeholders.

Furthermore, Griffin (2002) define corporate social responsibility as the set of obligations an organization as to protect and enhance the society in which it functions. He also postulates that organizations may exercise social responsibility towards their stakeholders, the environment as well as the general welfare. Mullins (2007) concurs with Griffin (2002) and Stoner (2004) that corporate social responsibility is the continuing commitment by business to behave ethically and contribute to the economic development while improving the quality of life of the workforce and their families, the local community and it has become an emerging imperative.
2.3 Theories on Corporate social responsibility activities


Andrew Carnegie (1899) propounded a theory called The Gospel of Wealth which set the Classical statement of corporate social responsibility. His view was based on two principles or assumptions namely the Charity Principle and the Stewart Principle.

The charity principle holds that social responsibility requiring the more fortunate to assist less fortunate members of the society through various activities. In this case, the more fortunate would be required to help the less fortunate who include the unemployed, the sick, elderly and the handicapped. In this case, less fortune could be aided directly or indirectly through institutions like churches, settlement houses and community chest (Robbins and Coulter; 2003).

In addition, the Stuart Principle can be traced back biblically that requires businesses and wealthy individuals to view themselves as stewards or caretakers holding property in trust for the benefit of the whole society (Griffin; 2002). Carnegie’s idea (1899) is that the rich hold their money in trust for the rest of the society and can use it for any purpose that society views it legitimate. In this theory, the organisation also views it as the role of business to multiply society’s wealth by increasing its own through prudent investments of the resources, transferring of technology, and helping people to get talents under its Stuart ship.

Stakeholders Theory

Milton Friedman (1912) posited Stakeholders Theory also assumes that CSR firm is the one that balances a multiplicity of interests such that while striving for large profits for its stakeholders, it also takes into account employees, local community and the nation at large (Stoner: 2004). According to this theory, the organisation goes further in taking into account its stakeholders such as employees in its CSR activities which include educating the society on the importance of keeping the environment. This theory concurs with the Gospel of Wealth Theory in the sense that both theories believes on donating to any identifiable group or individual who can affect or affected by organizational performance in terms of its products, policies and work processes as part of its CSR activities. The company embracing its resources not for business itself but goes further in transforming the lives of the less privileged people through provision of food, infrastructural developments and also high quality products (Stoner; 2004).
2.4 Business models on CSR activities

**Multiple Firm Goal-all Created Equal/Socio Economic View**

The Socio Economic View in the case of Redman (2004) defines corporate social responsibility as a firm’s obligation beyond required by law of economist to pursue long term goal that are good for the society. This model is based on the ideology of firms that made commitments to environment and social goals without evidence that corporate citizenship leads to tangible financial gains.

The model holds that owners and managers should make sure that social and environmental achievements are worth of attainment with equal enthusiasm to profits (Wyse; 2003). The notion behind this model is also based on the belief that society’s expectations of business have changed. The idea behind the notion of this model goes further in indicating that businesses are like people, has moral obligations and responsibilities that extent beyond this financial world. The proponent of this model argued that the model requires more than teaching hence business owners and managers teaches employees how to be responsible corporate citizens, it requires transforming average citizens understanding about value creation and expanding definitions of success to include social and environmental triumphs (Mullins; 2007).

In a related vein, Carroll (1991) developed another model of CSR entailed an identification of the social issues that business must address and a specification of the philosophy of responsiveness to the issues and the diagram below shows the hierarchy of corporate social responsibilities of the organisation. Carroll (1997) revisited his four part definition of CSR and organized in a pyramid construct which encompasses economic, discretionary, legal and ethical responsibilities. In this model, the four responsibilities are aggregated in the sense that firms that want to be ethical for example must be economically and legally responsible. From this perspective, economic and legal responsibilities are socially required, ethical is socially expected, while discretionary is socially desired responsibility (Windsor; 2001) and each of these responsibilities comprises a component of total responsibility of a firm.
Economic responsibility includes creation of jobs, promotion of technological advancement through information dissemination and fair payment to workers whereas ethical responsibility portrays business being moral and doing what is right and avoiding social harm, legal responsibility expects business to fulfill its economic mission as well as legally compliance with the rules (Solomon; 1994). Discretionary responsibility takes into account charitable and educational contributions (Carroll; 1997). Carrol (1997) further asserted that the outcomes determine whether corporate behaviour is having positive impact as in the provision of jobs, creation of wealth and negative impacts as toxic wastes or illegal payment to politicians.

2.5 Attributes taken into account when measuring brand awareness

Definition of Trust, Closeness and Credibility

According to Castaldo (2009), trust refers to the belief that the behavior of the counterparty is predictable in terms of its direction and intensity, which means that future actions of the counterparty will conform to the obligations assumed.

Closeness is the communication that remains between the organisation and the members of the community even after the programme ended (Doney and Cannon; 1997).

Budd (2000) defines credibility as the degree to which the company fulfilled and materialised the promises they made at the beginning of the programme. However, Castaldo (2009)
stipulates that credibility is the judgment made by the message receiver in terms of how much he/she believes in the communicator and also argued that to be credible is to be believed.

2.5.2 Cognitive Theory of Trust
Andalleb (1992) propounded a theory of trust hence the theory assumes that formation of trust can be adequately explained by taking into account other dimensions like exchange partner ability or rather the perception of that competence (Doney and Cannon; 1997). This put forward the ideology that holds that trust is influenced by the party’s perception about the motivations governing the other party’s actions. The author of this theory argued that indeed it would not exists only one type of trust but different types which can be identified by combining the perceptions about motivations and ability of the counterparty and propounded different categories of trust below:

Andaleeb (1992) identifies a cognitive and behavioural dimension of trust. The cognitive dimension would consist of a belief in the partner’s reliability (trustworthiness).

Table 2.5 Dimensions of trust

<table>
<thead>
<tr>
<th>MOTIVES</th>
<th>ABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td>Positive</td>
<td>Bonding trust</td>
</tr>
<tr>
<td>Negative</td>
<td>Unstable trust</td>
</tr>
</tbody>
</table>

Source: Andaleeb (1992)

According to this theory, when the ability of the exchange partner is expected to be high and when the perceptions of his/her motivation are also positive, trust in the partner is “Bonding/Full trust.” Hopeful trust is when perceptions about a partner’s motivations are positive, but those about his/her ability to produce the desired outcomes are not favourable then this lead to hopeful trust as indicated on the diagram above. However, unstable trust as
according to this theory results from a positive perception of the other party’s competencies, but negative perceptions on his motivations and when finally both motivations and competencies of the other party are perceived as negative, this creates a situation in which trust is transformed into distrust on products (Ganesan; 1994). This theory applies to my study especially in the section of products attributes on trust on the company’s food products in this case royco, stock margarine and aromat carry powder hence the searcher found it significant to include product attributes in this research.

The author argued that credibility is dependent on the trust between the organisation and its publics which are high correlated with both reputation and relationship (Castaldo; 1994). In this case, the relationship established through corporate social responsibility programme and the community’s perceptions is about how it will determine the image of corporate brand and its awareness.

2.5.3 Theory of Closeness
Blanck (2009) propounded a theory of trust and he assumed that the concept of customer closeness is pretty simple hence it connects with the customers to increase the value of your relationship beyond products He postulated that a lot of attention these days is how the leading brands are using economic downturn to strengthen their brands hence innovation, research and development of new products is focusing on customer and brand closeness (Doney and Cannon; 1997).

This theory assumes that the first step in establishing customer closeness is to seek feedback from your customers in an open and constructive manner then followed by listening to what they say and where they are taking the brands. The next step would be focusing on what will strengthen your relationship with your customers and help them to overcome problem areas such as product quality improvements and this may result in customers having trust on organisational products. Anderson and Weitz (1989) postulated to say that there is need to address opportunities or help them overcome problem areas hence category leaders go beyond just offering a great product, they immerse themselves in total value chain that drives the segment and category to become “System Solution Providers.”

Most organizational structures were customer closeness works the best is the decentralized business mode which lends itself to smaller or medium sized companies that are not chocked
by bureaucracy or a silo mentality which found to be the biggest hindrance to corporate growth.

2.5.4 A cognitive Theory of Credibility

Hovland and Weiss in (1951) propounded a theory of credibility and they argue that there are three major aspects of credibility. This theory assumes that firstly, credibility is perceived by the recipients and is therefore a perception or an attribute to an object and an inherent quality of the object and credibility is related to different objects that can be true or false or can deliver a true or biased account.

The theorists goes further in arguing that possible objects of credibility in marketing communication include the message from advertising, the source of information such as the company, salesperson, the advertisement as a communication system and the medium. Finally, as per this theory, credibility is therefore a multidimensional concept and cannot be directly measured. The theory also insists that an object becomes credible by consistently providing accurate, valuable information or by always acting responsibily (Anderson and Weitz; 1989).

2.5.5 The Principal Double Agent Model of Credibility

There are two agents in the basic model as advocated by Eisend (2002), the Sender (S) and the Receiver (R) who are to play the game in a known number of finite times and it describe a person’s perception of the truth of information. At each stage, both players learnt the value of a parameter measuring the importance of that period’s play of the game that is the value of making the correct decision.

S (Sender) obtains pay off relevant information; S (Sender) then sends a signal to R (Receiver) who makes a decision that affects the welfare of both players. After both payers learnt the consequences of R’s decision and the process repeat. In order to influence R’s decision, S (Sender) cannot send information in a certain range, and then he must reduce the importance in order to maintain credibility in future periods. R (Receiver) processes information in Sender’s signal and choose a real value action which determines players’ play offs for that period. R (Receiver) is responsible for making a decision while S has relevant information. At each stage, R (Receiver) must decide what action to take and in order to do that, he must assess the credibility of S (Sender). This model also highlighted that the rating correlates with the willingness of the receiver to attribute the truth and substance to
information (Cecilie and McGrath; 1986). R (Receiver) interprets the message as a predictor of M (Mediator) and R (Receiver) decide on how to use this information taking into account his uncertainty about S’s (Sender’s) motives. R (Receiver) believes that S (Sender) is a double agent therefore R (Receiver) will be reluctant to trust S (Sender) fully. An agent S (Sender) becomes credible by consistently providing accurate and valuable information or by acting responsibly.

2.6 The relationship between corporate social responsibility and brand awareness

The Utility Theory and the Milton Friedman’s Theory (1912)

In the Utilitarian theory, the corporation serves as a part of economic system in which the function is mechanical. The theory is related to strategies for competitive advantages and Porter and Cramer (2002) who viewed the theory as bases for formulating strategies in the dynamic usage of resources and the strategies also include altruistic activities that are recognized as instruments for marketing. This theory also assumes that the company use CSR activities as an instrument in gaining competitive advantage such as creating brand loyalty and awareness.

The number of economic forces in the 1970s and 1980s influences Milton Friedman to re-examine the notion of corporate social responsibility. This theory (Milton Friedman’s Theory) assumes that there is only one social responsibility of business that is to use its resources and energy in activities designed to increase its profits so as to stay within the rules of the game (Stoner; 2004) as well as to engage in open and free competition without fraud. The organisations carried out CSR activities that lead to the maximization of profits especially if individual customers are aware of its operation and brands. Still-further, customers would be further becomes loyal to the company’s brands and there after repeat purchase occurs leading to the rise of sales and finally increased profits (Griffin; 2002).

Milton Friedman argued that if businesses were to survive, they must be relieved from inappropriate social responsibilities instead they should go back to basics of making money hence business’s primary responsibility is to maximize profits and that corporate officials are in no position to determine the relative urgency of social problems.
2.6.1 Models on relationship between corporate social responsibility and brand awareness

Corporate social responsibility Brings Cash/ Economic View Model

This model represents the ideology that majority of companies are redefining the relationship between financial, social and environmental performance, and companies view environmental integrity and health communities as a means of achieving greater profits.

The economic view in the case of Redman (2003) argued that companies choose to be socially responsible for a variety of profit oriented reasons such as increased sales through brand awareness, greater innovation, decreased future risk and greater access to capital. She further insists that this can help the company to attract new customers and boost sales and goes further as a strategic marketing tool of capturing a niche market in believe their works will be rewarded later. Kotler (2008) argues that if a company is fully engaged in CSR, the benefiting societies would eventually want to know more about their helper and this will result in the awareness of the company’s products or services.

This model also indicates that community involvement and activism help companies garner the goodwill of politicians and regulators in ways that may help the business later through the use of CSR activities. Roosevelt (2003) in a personal interview reviewed that by enhancing their business reputation, they also bolster recruitment and retention of quality employees hence investing in Corporate Social Reinvestments (CSRs) can improve product and service after customers are aware of the product thereby defray future lawsuits and at least mitigate the effects of media coverage therefore there must be no other funds channeled to unprofitable activities hence therefore there would be a relationship between CSR and brand awareness in bringing financial benefits to the company (Roosevelt; 2003).

2.7 Empirical Evidence

Odeyanju (2012) in Nigeria carried out a research on the impact of corporate social responsibility activities on Nigerian Society on the examples of banking and communication industry with the objective of considering the imperative and benefits of corporate social responsibility on the Nigerian society. Simple random sampling technique was used to draw a sample of three hundred and forty societal members and customers in the banking sector and descriptive and explanatory research designs was also used. Correlation and regression techniques were used to analyse the collected data as well as determine the impact of
corporate social responsibility on societal progress and Pearson correlation technique he used showed that corporate social responsibility was statistically significant both at 0.5 and 5% level of significant. The findings were that, corporate social responsibility contributed to a way of living a health life of people through donations and also on the health community and add to the goodwill of the company. He concluded that companies should give back to the society in which it operates, clean all forms of pollution it has caused and providing infrastructural developments as a way of developing the society.

The research entitled, “Corporate social responsibility (CSR) and its role in Community Development (CD),” was done by MIamunah (2009) in Malaysia and she postulates that it is undeniable that CSR has implications Community Development in many ways. The purpose of this research was to find out the roles of CSR on CD and she made the use of explanatory research design and simple random sampling in carrying out the research. The outcomes of this research viewed that the common roles of CSR on CD is to share the negative consequences as a result of industrialisation, helping people to get talents, role in Transferring of Technology (TOT) , protecting the environment, providing aid to alleviate poverty and help in data gathering for other public organisation functions. The researcher argued that there would be high rate of community development if organizations play the mentioned roles. She concluded that CSR is about business, government and civil society collaboration with the bottom line on the achievement of win-win situation among the three entities.

Nanth, Senthikumar and Arulra (2011) in India carried out a research on the impact of corporate social responsibility on consumer satisfaction in banking services in India. The objectives of this research was to find out the relationship between corporate social responsibility and customer satisfaction and their influence on service quality, to analyse the overall banking service quality as perceived by consumers and to identify the mediating factor banking service quality. The sampling method adopted from this research was inappropriate technique and the researcher used descriptive and explanatory research design. The findings of this research revealed that customer satisfaction is most significant predictor of bank service quality and corporate social responsibility positively influences customer satisfaction towards bank service quality. Regression and correlation analysis was used to analyse data and the researcher found that CSR dimension is most influential factor to the mediating factor consumer satisfaction at 0.443 level of significance. The results showed that
customers are readily willing to actively support companies committed to cause related marketing and environmentally friendly practices and business ethics as well as satisfied by the services offered by the company involved in those practices.

In addition, the Impact of corporate social responsibility on company’s reputation was another research carried out by Tuongdung in Thailand, (2011) with the purpose of analyzing the perception of two of Siam Cement Group Ltd’s main stakeholders regarding its corporate social responsibility activities had on company’s image and reputation, and to determine the relationship corporate social responsibility and company’s reputation. In this research, Tuongdung (2011) used quota and judgmental sampling techniques to draw a sample of four hundred (400) despondences at the same time used descriptive and exploratory research designs. The researcher postulated that companies should fully integrate its corporate social responsibility initiatives into its corporate perspectives and work collaboratively with the media in order to attract more attention, gain visibility and support. The research findings indicated that since social responsibility is certainly a positive concept in itself, the organizations embrace it in expectation of indirect long term reputation and also Tuongdung (2011) also viewed that corporate social responsibility carried out by Siam Cement Group (SCG), which pertaining to economic, legal, ethical and philanthropic concerns has been found to have a high positive impact on Siam Cement Group image and reputation. The Pearson Correlation Coefficient at 0.567. 0.554 And 0.550 indicated that there are positive correlations between economic, legal and ethical concerns on corporate reputation. She therefore concluded that because of its prominent practice, SCG managed to build a good reputation in the community.

Corporate social responsibility and its effects on Brand Trust attribute is a research done by Barnes (2011) in New Zealand and the objective for this research was mainly on investigating on the relationship between CSR and Brand Trust (BT). The researcher adopted a quota sampling technique (ranging from 21 years to 60 years) as well as used a sample of one hundred (100) customers at shopping mall entrances at the same time made use of descriptive and causal research designs. The author postulates that organisations can actively promote CSR aspects of operation in order to enhance positive reputation, combat bad reputation or change attributes towards the brand or company. The findings showed that two components represented CSR which were legal and employee, and ethics and economic hence the legal and employee components was the most influential component of CSR reviewed at twenty-two percent (22%) variance on attributes based trust. In addition, 0.432 beta value of legal
and employee indicated this variable has much greater positive effect in the variation brand trust for CSR than ethics and economic. Barnes (2011) concluded that CSR has a large effect on brand trust and companies that already participating in CSR should communicate effectively in order to receive the benefits.

Furthermore, Alfaro (2009) in Colombia researched on the formulation of a measurement scale from the perceptions a community has of corporate brand based on the implementation of a CSR program in electrical manufacturing sector. The specific objectives of this study was to define the attributes to be accounted by an organisation when measuring their corporate brands from implementation of CSR program and to determine to what extent the perceptions a community has on their corporate brand based on the results of CSR program. Exploratory research design was used with a sample of 300 community stakeholders. The researcher argued that when looking at the perceptions that members of the community have about, it was that respondents recognise as only a leader in giving resources and initiatives to vulnerable community. The findings from this research indicated that the community identified credibility, trust and closeness as attributes of an organisational brands based on experience that they had with the company’s CSR. He concluded by appreciating how trust and credibility are attributes that can be adjusted to a community perceptions from the company’s CSR activities.

The other research was done by Bankas (2010) in Ghana on corporate social responsibility as a tool in creating corporate brand awareness, a case study of telecommunication industry in Ghana. The research was carried out with the objectives of examining the role of corporate social responsibility in creating brand awareness in telecommunication industry in Ghana, generating recommendations concerning the issue of corporate social responsibility on brand awareness that will of interest to marketers. Convenience sampling technique was used to draw a sample of one hundred and fifteen (115) customers, descriptive and exploratory research designs was also used. She revealed that when customers are going through the process of buying, the tangible features like price and quality are not sufficient for completing their buying process but the intangible attributes like customer trust and being aware of the brand is also important. The researcher argued that corporate social responsibility has a bearing impact on brand awareness since it starts the communication process hence it is important to note that marketers should highly consider using corporate social responsibility as a means of achieving corporate brand awareness. The findings of the
research revealed that there is a positive relationship between corporate social responsibility and brand awareness therefore if conducted effectively.

ShakeelNiaz (2012) in Pakistan carried out a research on the impact of corporate social responsibility on brand equity and the purpose of this research was to investigate the effects of corporate social responsibility on brand awareness as well as to investigate on the mediating effects of corporate reputation on relationship between corporate social responsibility and brand awareness. The researcher adopted a convenience sampling technique and draws a sample of four hundred and eighty from consumer goods, shopping goods and luxury goods marketed by different medium and large firms in Pakistan. Descriptive and exploratory research designs were used by the researcher as well as correlation analysis. In this research, the researcher indicated that CSR has a significant positive relationship with the value of brand equity at 0.452 level of significant when he used regression and correlation analysis. The researched findings indicated that corporate social responsibility initiatives create benefits for company in terms of increasing consumer identification with the company and corporate reputation positively mediates the relationship between corporate social responsibility, brand equity and brand awareness. The researcher concluded that corporate social responsibility leads to brand equity on the Pakistani medium and large firms’ products. The researcher further supports that the partially mediating effects of corporate reputation on the relationship between corporate social responsibility and brand equity.

In addition, Murali (2012) in Malaysia researched on the impact of corporate social responsibility on Consumer Loyalty. The researcher used convenience sampling of one hundred customers from leading electronic manufacturers in Malaysia when he carried out this research. The main objective of his research was mainly on ascertaining whether corporate social responsibility efforts do impact consumer loyalty in a given company. In addition, the researcher used a qualitative research design and he argued that corporate social responsibility is associated with a firm’s strategic resources and a positive impact is created on consumer loyalty when consumers used the idea of repetitive buying patterns of a particular product. The findings of this research indicated that the higher the practice of corporate social responsibility the stronger the consumer loyalty towards a particular firm and also Pearson Correlation analysis in this research found that 12 out of 15 P-values were below 0.05 significant level and this showed that an increase in CSR result in high consumer
loyalty. The research also showed that by investigating in corporate social responsibility, a firm can achieve a positive outcome in terms of addition to competitive edge to a particular firm. In addition, Murali (2012) concludes likes this, “Consumer loyalty can be enhanced by societal contributions and corporate social responsibility initiatives improves consumer loyalty.

James (2002) in North East United States of America researched on the impact of corporate social responsibility (CSR) practices on corporate financial performance with the objectives of explore the impact socially responsible practices of a firm on its financial performance of Shell Oil Company and examine whether the company can be both profitable and socially responsible. The author used stratified sampling technique and came up with a sample of one thousand and two hundred (1200) Chartered Property Casualty Underwriters (CPCU) society members and also used descriptive research design. Research findings reviewed that Shell Oil Company scored a high in profitability and employee morale through its strong community involvement in corporate social responsibility activities at the same time indicated a positive relationship between corporate social responsibility and organizational performance with reference to Shell Oil Company. The researcher articulated that contemporaneous social and financial performance is positively related therefore a company was both socially responsible and profitable.

Ioannisi and Sarefenin (2010) in United States of America carried out a research on the impact of CSR on investment recommendations and the purpose of this research was mainly on investigating the impact of Corporate Socially Responsible strategies on security analyst’s recommendations. The researcher used a sample of two thousand respondents which comprise of large firms with high stock market liquidity. The researched findings viewed that CSR strength are perceived as value creating reversing the earlier negative into positive impact on recommendations hence firms receive favourable investment recommendations when implementing CSR activities and strategies.

Mugisa (2011) did his research in Uganda on the effect of CSR on business operation and performance with reference to Vision Group and Uganda Clay Limited. The objective of his research aimed at finding out the factors which influence the practice of CSR in Uganda corporations as well as establish the trend of business operations and performance of the corporations under study over the period of four years. Archival records, interviews, stratified
random sampling, descriptive and explanatory research design was used in carrying out the research. The findings showed that the need for positive publicity influence the firm’s CSR activities and the corporation under study registered positive trend as regards their business operations and performance. Additionally, in the areas of customers, new products and quality enhancement were observed in conjunction with new skills and training were imported into the staff and financial perspective where sales grew each year by 12% hence the company’s operations were improving.

Vassileva (2009) in Bulgaria researched on CSR (Corporate social responsibility) and CBR (Corporate Brand Relationship) and the objectives of the research was to investigate on organizational members’ perception on the impact of CSR activities on corporate brand identity and shed light on how organizational members in firms perceive to be the impact of CSR upon their corporate brand strategy. The researcher used exploratory and descriptive research design and simple random sampling technique in the research and the majority of the respondents (65%) consider CSR as important and (25%) as very important. The findings indicated that while organizational members rate quality products, customer service and corporate governance as key components of CSR activity, they were much more ambivalent about the company’s commitment hence there is a positive relationship between CSR Corporate Brand Relationship.

Kaur (2009) in India carried out a research on the impact of CSR in creating positive brand image in transport sector and the purpose of this research focused on find out on how CSR can lead to the creation of better brand image in the minds of consumers and investigate the efficacy of CSR initiative in creating positive band image. The researcher used stratified sampling technique and explanatory research design. Majority of companies embrace CSR not only because it’s the right thing to do, but it also strengthens their brands. The findings in this research highlighted that CSR helps in building consumer trust and loyalty especially if consumers see that the brands are addressing the issues that are important to them and the social canvas becomes means amplifying a largeness of the brand message hence create a good brand image of the company in India and the two have a positive association and relationship.

In United States of America, Melissa and Dustin (2011) researched on the impact of CSR (Corporate social responsibility on Consumer Purchasing Intention (CPI) and the objective of
the research was to investigate the relationship between organisation’s involvement in CSR and CPI. Interviews, questionnaires and exploratory research design were conducted in this research. The concept of purchasing intention is rooted in psychological studies for identifying and understanding association between CSR and purchasing intentions (Melissa and Dustin; 2011). The outcomes for this research indicated that participants have a moderate positive attitude of (+10) towards purchasing products from socially responsible businesses. Correlation analysis was used in the research and the correlation was 0.74 significant at over 0.005 levels and based on the data frequency, weighted average correlation for the attitude – subject norm intention relationship was 0.66. Additionally, positive association exists between an organisation’s involvement in CSR programmes and purchasing intentions and consumers in the study were more likely to purchase products if that organisation is involved in CSR practices.

Zheng (2010) in China carried out a research entitled, “The impact of employees’ perception of CSR on job attitudes and behaviour therefore, the purpose of the research was to explore the impact of employees’ perception of CSR on job attitudes such as job satisfaction and organizational commitment and to explore the impact of employees’ attitudinal reactions of CSR on their behaviour. The researcher used a stratified sampling technique and the sample size was three hundred and thirty one (331) from employees and managers working from various Chinese companies in conjunction with descriptive and exploratory research design. The results from this research reviewed that employee’s perception of CSR is positively related to job satisfaction and the regression in the first step indicated that the independent variable (CSR perception) has a significant mediating effect on the mediator (job satisfaction). The findings also indicated that CSR perception is positively related to normative commitment and she concluded that when employees believe that the organisation is socially responsible, they believe that the organisation will also treat them responsibly.

The impact of CSR on firm value was the research done by Henri (2012) in United States of America were the aim of the study concentrated on examining whether and under what conditions CSR can add value to the firm. The researcher was conducted using interviews and questionnaires as well as explanatory research design for various subsets of US companies. The findings showed that CSR activities can enhance value of firms with high public awareness, as proxies by advertising intensity. In addition, the researched findings also indicated that firms that are not advertising intensively should stay away from CSR since
advertising has a negative impact on the CSR value relation if there is an inconsistency between the firm’s CSR efforts. She concluded that CSR activities on the firm value will be positively related to advertising intensity.

2.8 Justification of the research

The researcher has noted with great concern the gap knowledge which exist between this research and other researches done by various authors such as Tuongdung (2011) in Thailand and Mugisa (2011) in Uganda did their researches on the impact of CSR on company’s reputation and business operation in the construction industry while James (2002) in North East USA, Ioannis (2010) in USA, Ioanni and Sarefenin (2010), Kaur (2009) in India researched on the impact of CSR on financial performance, investment recommendations and on creating positive brand image in the transport industry. However, this research differs with all prior researches by various authors listed above in that the researcher is looking at the impact of CSR on brand awareness in the Southern African food industry context and this research is carried out in the present year of 2013 which is a different year were the researches indicated in the empirical evidence have been carried out.

Furthermore, other researches were mainly on service industry like the banking and communication industry such as the likes of Nanth (2011) in India, Odeyanju (2012) in Nigeria and Bankas (2010) in Ghana who researched on the impact of CSR on consumer satisfaction, on Nigerian society and on creating brand awareness. The research on brand awareness by Bankas was done in North African context hence this does not apply to my research based in the Southern African context in the food industry and this therefore leaves a gap which this research aims to go far beyond her research and fill in. In addition, Murali (2012) and Mlamunah (2009) in Malaysia did their researches in the manufacturing industry on the impact of CSR on consumer loyalty and community development while Mellissa and Dustin (2011) and Henry (2012) in USA researched on the impact of CSR on consumer purchasing intention and firm value while my research is concentrated on food industry.

The essence of this study is attributed by the fact that the findings would help in deciding how best the company can improve its brand awareness and improve products attributes from implementation of CSR activities so as to remain competitive unlike other authors who concentrated on consumer purchasing intention, brand equity, customer satisfaction and corporate brand identity. Finally, this research again differs from all other researches by
various authors highlighted in the just ended two paragraphs above in that it only focuses on the impact CSR on brand awareness in the Southern African food industry context with reference to Unilever Zimbabwe which is a different country from others cited above. The differences in time of the research compared to period of time where other researchers conducted their researches is the other gap that exists in this research since the research has been carried out in the present year of 2013 whilst other researches were conducted in the previous years. Other researches were carried out in developing countries of people with different culture where as this researcher is carried out in developing country (Zimbabwe) were there is different culture with the people in other countries. However, the study as well aims to come up with relevant recommendations on organizational CSR activities, products attributes and brand awareness as an essential tool for marketing.

2.9 Summary
This chapter discussed and evaluated various sources of literatures. Different concepts relating to this study were reviewed and defined, while theoretical views were analysed. This chapter also identified knowledge gaps by evaluating related empirical literature. The next chapter looks at the research methodology to be used data collection.
CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction
This chapter discusses the research design, target population, sampling techniques and sample size, research instruments, data collection procedures, data analysis on researching on the impact of corporate social responsibility on brand awareness with reference to Unilever Zimbabwe Private Limited and the chapter summary.

3.1 Research Design
The researcher used causal research design because it has potential to demonstrate that a change in one variable that is CSR in this research caused some change in another variable that is brand awareness. The idea behind the use of causal research design is that it ensures the collection of raw data and creation of data structures that would allow the researcher to establish/ model cause and effect relationship between two variables that is between CSR and brand awareness. In addition, causal research design results in the understanding of the functional relationships between the causal factors and the effect predicted on the market performance variable under investigation (Hair et al; 2006). Research design refers to the formal written set of specifications and procedures for conducting and controlling research project (Hair, Bush and Artinan; 2006).

3.2 Target Population
All sales representatives and managers from marketing department of the company’s Head Office in Harare and individual customers in the Harare Central Business District (CBD) were the target population with a total of four hundred (400) in this research. In this regards, the author took a sample from the target population stated above especially from the Marketing Department because the dependent variable that is brand awareness demand a concrete foundation of marketing ideology. According to Haralambos (2005) target population is the specified group of people or objects for which questions can be asked or observations made to develop required structures and information and on the other hand Hair et al (2006) assets that population is the universal set of cases from which a sample is taken.
3.3 Sampling technique
The researcher used probability sampling design in the form of simple random sampling technique in drawing the sample from the total population because the sampling technique allows all respondents to have known and equal chances of being selected and the technique is easy to understand as well as allows the researcher to obtain unbiased estimates of the population characteristic. The selection of one member does not affect the probability selection of another (Russell; 2006). The researcher computed probability of selection of respondents using a formula by McDaniel and Gates (2009) as follows:

\[
\text{Probability of selection} = \frac{\text{Sample size}}{\text{Population size}} = \frac{80}{400} = 0.2
\]

Therefore, every member of the population had 20% known or equal chances of being selected for the sample.

3.4 Sample size
Sample size refers to a segment of the population selected for marketing research to represent the population as a whole (Kotler et al: 1999) and they further define sampling as the process of selecting a representative of observation from a population to determine the characteristics of the variable under study. The researcher used a sample which consists of forty two (42) individual customers from Harare CBD, eighteen (18) individual customers from the company’s Head Office, fourteen (14) sales representatives and six (6) managers from Marketing and Public Relations Department from the target population facilitates the collection of data. The total sample size in this research was eighty (80). The researcher chose customers randomly at the entrance of retail shops namely OK Zimbabwe, Spar Supermarket and TM Supermarket who purchased the products in those supermarkets located in Harare CBD because it is the central meeting point of customers from different areas. Individual customers from the company’s Head Office were also randomly selected outside the company’s entrance.

The formula propounded by Berry (2003) was used to determine the sample size of this research.
Formula for sample size: **Adapted from Berry (2003).**

\[ n = \frac{\pi (1-\pi)}{[SE (p^2)]^2} \]

Where n-Sample size; \( \pi \)-sample proportion; SE (\( p^2 \)) - sampling error

Sampling proportion is 20%

Sampling error is 4.47

Sample size: 
\[
\begin{align*}
4.47^2 \\
19.9809 \\
n=80.08 \text{ (sample size)}
\end{align*}
\]

### 3.5 Research Instruments

The researcher used questionnaire as data collection instrument.

#### 3.4.1 Questionnaires -see appendix

Questionnaires involve simply a list of pre-test questions that are given to respondents in the same order so that the same information can be collected from every member of the sample (Haralambos; 2005). Self administered structured questionnaire in the form of closed ended questions were used by the researcher in order to cross check and ensure correctness, validity and responses at the same time minimize unnecessary responses. Questions were also designed in a way of comparing attributes of the company’s products with those of rivals from implementation of corporate social responsibility activities to enable the author to give necessary recommendations of the research findings on products attributes. Self administered questionnaire is a questionnaire that a respondent completes on his or her own either on paper or via computer (Russell; 2006).

The researcher also used an open ended question on the section were respondents required to give their opinions on justifying their buying decision towards products by taking into consideration product attributes. In this case, open ended question allowed the respondents to express their emotions, views and attitudes in their own words concerning products attributes which provided the researcher with an insight into their attitudes.
A five point Likert scale was used in this research and respondents were asked to respond according to how strong they agree or disagree with a set of statements relating to social responsibility, products attributes and relationship between CSR and brand awareness. Likert scale rating present the respondents with a set of statements about a person, a thing or a concept and the respondents are required to indicate how strong they feel, positively or negatively about the statements (Whitely; 2002). Questions were designed to measure dichotomous responses such as used/not used/best/worse/agree/disagree or responses in an interval bases such as the likert scale (Bipolar 1-5 ratings) whom the researcher adopts. The self administered questionnaire designed in the form of five Point Likert scale often grants the researcher a clue to analyse the data using Special Package for Social Science (SPSS) programmes.

3.5.2 Validity
To ensure content validity, the researcher consult panels of experts such as lecturers (from Marketing and Economics Department) who are familiar with the construct were they examined the items of corporate social responsibility and brand awareness so that the content area would be adequately sampled. Furthermore, content validity/sampling validity is also used to ensure validity of data since it covers the broad range of areas within the concept under study (Moskal and Leydens; 2000), however, (Cozby; 2001) argues that validity refers to how a well test measure what it is purported to measure and not other variables.

To establish convergent validity, the researcher used correlation coefficients to estimate the degree to which two measure are related to each other. In this case if correlation coefficient lies between -1 to +1 it means there is convergent validity among the constructs and if correlation coefficients lays below those of convergent validity. Discriminant validity was also established through assessing the variance between factor loadings. The correlations which support both convergence and discriminant validity imply that there is construct validity and construct validity ensures that the measure is actually measure what exactly it is intended and not other variable (Cozby; 2001).

Furthermore, the researcher used the regression coefficients to find the relationship between corporate social responsibility and brand awareness models. Probability values through the use of T-Test statistics were used. In this essence, if probability value of the T-Test statistics
is less than 0.01, it means that the variable is significant at 1% level of significance. On the other hand, if $0.01 \leq PV < 0.05$ where $PV$ is Probability Value it means the variable is significant at 5% level of significance. If it is $0.05 \leq PV < 0.1$, it means the variable is significant at 10%. If it is $PV > 0.1$, then the variable is insignificant.

**Models**

\[
\text{BAR} = \alpha_0 + \beta_0 \text{CSR} + \epsilon \quad \text{(BAR-Brand Awareness of Royco)}
\]

\[
\text{BAA} = \alpha_1 + \beta_1 \text{CSR} + \epsilon \quad \text{(BAA-Brand Awareness of Aromat)}
\]

\[
\text{BAS} = \alpha_2 + \beta_2 \text{CSR} + \epsilon \quad \text{(BAS-Brand Awareness of Stock Margarine)}
\]

$\alpha$-alphas and $\beta$-bitas ($\alpha_0, \alpha_1, \alpha_2, \beta_0, \beta_1$ and $\beta_2$) are parameters to be estimated.

**3.5.3 Reliability**

The author made use of Test-retest reliability which is a measure of reliability obtained by administering the same test twice over a period of time to a group of individuals (Cozby; 2000). The researcher firstly distributed three (3) questionnaires to a selected number of company’s employees and three (3) to individual customers at the company’s Head Office and the researcher rephrased them in the final questionnaire after discovering that some concepts used were not clearly understood to ensure the reliability measurement instrument. Some products which the researcher included in the first six (6) questionnaires tested were offered by Unilever Kenya but not Unilever Zimbabwe hence the final questionnaire was refined to ensure the consistence of the collected data. Cozby (2000) argues that reliability is the degree to which the assessment tool produces stable and consistent results.

**3.6 Data Collection Procedures**

The researcher first sought permission from the company’s officials from Human Resources Department and Marketing Department and thereafter personally distributed questionnaires. The researcher personally distributed questionnaires to respondents in different time interval to employees and individual customers as well as physically collected them from the respondents due to time constraints. The questionnaires were administered through hand delivery and collection by the researcher himself. Questionnaires distributed to the
organizational employees were collected in different period of time from those of individual customers after they have been answered.

3.7 Data Analysis
The data collected in this research were edited, coded, checked for completeness, captured and fed into SPSS software version 16.0. Descriptive statistics was used to analyse and presented the data in the form of statistical tables. Questions included in the questionnaire were edited to avoid errors.

3.8 Summary
This chapter covered the activities and methods employed by the researcher in carrying out the research including research design, target population, sampling technique and sample size, research instruments (questionnaires, validity and reliability), data collection procedures as well as methods articulated in presenting and analysis of the collected data. The chapter also concentrated on discussing the way in which the research was carried out at the same time tried to bring an insight on processes procedures employed in collecting the data guided by the research objectives. The chapter to follow looks at data presentation, interpretation and analysis.
CHAPTER IV

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction
This chapter focuses on presentation of the data, analysis, interpretation as well as discussion guided by research questions of this study. Simple descriptive statistical analysis which consist of number of response and corresponding percentages in the form of tables, bar graphs and pie charts through the use of SPSS software. The chapter also presents the findings of the research on the impact of CSR on brand awareness of Unilever Zimbabwe Pvt Ltd brands of food products.

4.1 Response rate

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Questionnaire Administered</td>
<td>90</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Questionnaire Returned</td>
<td>80</td>
<td>88.88</td>
<td>88.88</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>10</td>
<td>11.11</td>
<td>11.11</td>
<td></td>
</tr>
<tr>
<td>Response Rate</td>
<td>89</td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 4.1 shows that a total of ninety (90) questionnaires were distributed however, eighty (80) of them were returned thus yielding an overall response rate of 89% therefore sample size in this research is eighty respondents. The overall response rate is considered favourable to justify the research findings as a basis of making recommendations and conclusion regarding the research topic under study. Such high response rate is quite significant to render justification of the study as well as credibility and it was attained through follow ups on questionnaires.
4.2 Demographic Profile of Respondents

Table 4.2 Demographic profile of respondents

<table>
<thead>
<tr>
<th>Source: Primary Data</th>
</tr>
</thead>
</table>

Table 4.2 shows profile of respondents, gender, age group and academic qualification as they constitute in this research. Large numbers of questionnaires in this research were distributed to individual customers in Harare CBD with 52.5% because the researcher thinks that it is a central meeting point of customers from different suburbs in Harare. The researcher includes also individual customers constituting 22.5% who buy goods at the company’s Head Office.
to ensure equal representation of customers in the research. From the researcher’s opinion, individual customers dominate research because the subject matter under study needs customers’ views at most since employees are involved in the company’s operations and partially know the company’s CSR activities. The least percentage of 7.5% respondents recorded were organisational Marketing and PR managers and sales representatives with 17.5%. The research is dominated by females (58.8) because the majority population in our country is dominated by females and they are the ones mostly involved in using the products especially in cooking rather than males with 41.2%.

The researcher ensures a fairness representation by collecting data from all economic active age groups were respondents ranging from the age of 21-35 years with 58.2% dominated the research followed by those within the age group of 36-50 years with 16.5%, 8.8% for those below 20 years and the least percentage of 4.4% of respondents was recorded between the age of 51-62 years. The composition of demography trend above depicts that all respondents were economically active age group thus warrantee the researcher to collect valid data although majority was dominated by respondents between the ages 21 to 35 years.

The highest number of respondents attained diploma educational level with 33.8% followed by those who acquired national degree certificates with 26.2%. A total percentage of 17.5 of the respondents attained GSCE “O” level as well as 12.5% attained GSCE primary level. The least percentage recorded was on the respondents who attained post degree level constituting a mean of 10%. Majority age group were females due to the fact that they are the ones mostly involved in using the products in cooking thus a smaller portion of males are involved in the research. The educational composition highlighted (on Table 4.2.) above assures the researcher in collecting valid data since majority of respondents were highly literate hence they able to understand the subject matter under study on the effect of the company’s CSR activities on brand awareness.

4.3 Reliability and validity test of measurement scale
To ensure reliability of measurement instrument to produce consistent results, the researcher used Test retest reliability as advocated by Cozby (2000) that Test- retest is a measurement of reliability obtained by the same test twice over a period of time to group of individuals and he further define reliability as the degree to which the assessment tool produces stable and consistent results. In this case, the questionnaires were returned and then re-distributed to the
same group of customers and employees after discovered that some products included in the
questionnaire invite confusion in that some products were not offered by Unilever Zimbabwe
but offered by other Unilever Companies such as Unilever Kenya. Questionnaires were sent
to respondents twice to providing a time lag to avoid duplication of responses and
respondents were now able to interpret and answer the questions clearly.

Convergent validity was assessed using the correlation coefficient method proposed by

**Table 4.3 Convergent Matrix**

<table>
<thead>
<tr>
<th></th>
<th>CSR</th>
<th>BAR</th>
<th>BAA</th>
<th>BAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR</td>
<td>1.000</td>
<td>.936</td>
<td>.826</td>
<td>.743</td>
</tr>
<tr>
<td>BAR</td>
<td>.936</td>
<td>1.000</td>
<td>.801</td>
<td>.906</td>
</tr>
<tr>
<td>BAA</td>
<td>.826</td>
<td>.801</td>
<td>1.000</td>
<td>.739</td>
</tr>
<tr>
<td>BAS</td>
<td>.743</td>
<td>.906</td>
<td>.739</td>
<td>1.000</td>
</tr>
</tbody>
</table>

This is a similarity matrix.

Table 4.3 shows the result of factor loadings on correlation coefficients. Correlation
coefficients which lies between -1 to +1 shown on the convergent matrix indicate that
convergent validity was confirmed as asserted by Trochim (2006) that validity correlations
range from -1 to +1 provides evidence that the items are related to the same construct thus
confirming convergent validity.

**Table 4.3.1 Discriminant Matrix**

<table>
<thead>
<tr>
<th></th>
<th>Rescaled Euclidean Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CSR</td>
</tr>
<tr>
<td>CSR</td>
<td>.000</td>
</tr>
<tr>
<td>BAR</td>
<td>.293</td>
</tr>
<tr>
<td>BAA</td>
<td>.200</td>
</tr>
<tr>
<td>BAS</td>
<td>.116</td>
</tr>
</tbody>
</table>

This is a dissimilarity matrix.

Table 4.3.1 shows the variance of the factor loadings correlation coefficients. Discriminant
validity was also confirmed since the correlation coefficients are lower than that of
convergent validity as argued by Trochim (2006) that discriminant correlations are very low.
and certainly much lower than the convergent correlations therefore the dissimilar matrix provides evidence for discriminant validity since the coefficients are close to zero. The fact that both convergent and discriminant validity was confirmed implies that there is construct validity as advocated by (Trochim: 2006) that if you demonstrate that you have evidence for both convergent and discriminant validity, then you have demonstrated that you have evidence for construct validity.

4.4 Corporate Social Responsibility activities carried out by Unilever Zimbabwe.

Table 4.4 Corporate Social Responsibility activities carried out by Unilever Zimbabwe

<table>
<thead>
<tr>
<th></th>
<th>Donating to charities</th>
<th>Environmental awareness</th>
<th>Poverty alleviation</th>
<th>Sponsorship of sport activities</th>
<th>Donating for education</th>
<th>Provision of equal employment</th>
<th>Information dissemination</th>
<th>Provision of training</th>
</tr>
</thead>
<tbody>
<tr>
<td>NValid</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>3.71</td>
<td>3.79</td>
<td>2.46</td>
<td>2.06</td>
<td>2.08</td>
<td>2.38</td>
<td>3.38</td>
<td>3.95</td>
</tr>
<tr>
<td>Mode</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>1a</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>1.750</td>
<td>1.027</td>
<td>.655</td>
<td>.891</td>
<td>.689</td>
<td>.700</td>
<td>.786</td>
<td>.745</td>
</tr>
<tr>
<td>Sum</td>
<td>297</td>
<td>303</td>
<td>197</td>
<td>165</td>
<td>166</td>
<td>190</td>
<td>270</td>
<td>316</td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 4.4 shows CSR activities carried out by Unilever Zimbabwe and measure for central tendency shows the results in form of mean, mode and standard deviation. Among the measures of central tendency, mode and mean were used to interpret the results. Provision of training programmes for employees was also regarded as the major CSR activity that the organisation is carrying out as indicated by high mean of mean of 3.95 and a mode of 4, followed by environmental awareness activities was with a mean score of 3.79 and a mode of 4 and donating to charity organisations with a mean of 3.71 and a mode of 4 (where 4 in the questionnaire rating showed that respondents indicate that the organisation use the CSR activity). This concurs with Griffin (2000) where he asserted that major CSR activities by organisations are in environmental cleanup activities and donating to charity organisations as
one of its major CSR activities such as support towards orphans, elderly and economic disadvantaged people. The 4 rating score on questionnaire implies that majority of respondents showed that the organisation make use of training programmes for employees as it’s another CSR activities. However, respondents were satisfied that the firm disseminate information on products and other information to customers with a mean of 3.38 and a mode of 3 (where 3 shows that respondents were satisfied that the organisation carries out the CSR activities) and this is in line with Andrew Carnigie’s ideology (1899) which views it as the role of business to multiply society’s wealth by increasing its own through prudent investments of the resources, transfer on technology and helping people to get talents under the Stuartship ideology (Griffin: 2005)

The table 4.4 shows that a least mode of 1 (one) was recorded with a mean 2.06 on sponsorship of sport activities and this indicate that majority of responses recorded showed that sponsorship of sporting activities is not mostly used by the organisation and still further, a mode of 2 and mean of 2.46; 2.08 and 2.38 was recorded on donating for education, provision of equal employment and poverty alleviation activities. This means that majority of respondents on these CSR activities showed that the organisation is not mostly use these CSR activities. On a different note, this contradicts with Mullins (2007) were he argued that all the activities that the business world undertakes much funds in sponsorship (sports and academics) in the sense that the organisation is not socially investing its funds in donating for educational scholarship and sport activities.
4.5 Descriptive statistics of the Relevance of the CSR activities carried out by Unilever Zimbabwe.

Table 4.5  Descriptive statistics of the Relevance of the CSR activities carried out by Unilever Zimbabwe

<table>
<thead>
<tr>
<th>Integrated CSR</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Responsibility</td>
<td>80</td>
<td>3</td>
<td>5</td>
<td>3.83</td>
<td>.591</td>
</tr>
<tr>
<td>Ethical Responsibility</td>
<td>80</td>
<td>1</td>
<td>5</td>
<td>2.81</td>
<td>.995</td>
</tr>
<tr>
<td>Discretionary Responsibility</td>
<td>80</td>
<td>3</td>
<td>5</td>
<td>4.31</td>
<td>.704</td>
</tr>
<tr>
<td>Economic Responsibility</td>
<td>80</td>
<td>1</td>
<td>4</td>
<td>2.97</td>
<td>.886</td>
</tr>
<tr>
<td>Total Responsibility</td>
<td>80</td>
<td>2.00</td>
<td>4.00</td>
<td>3.0375</td>
<td>.77040</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Primary data**

Table 4.5 shows integrated CSR activities and the researcher interpreted results using mode, mean and standard deviation. Basing on Carroll’s model (1997) on various integrated Corporate Social Responsibilities, the CSR activities carried out by the firm has a mean score of 3.83 of legal responsibilities, 4.31 on discretionary responsibilities, 2.97 on economic responsibilities and 2.81 on ethical responsibilities. The table 4.5 shows that the observed mean is more than the observed standard deviation in all integrated CSR activities that is carried out by the company. The mean score depicts that majority of respondents disagree that irrelevant CSR activities are carried out by the company which is shown by total mean of total responsibility (3.0375) above the standard deviation (0.77040), [3.0375>0.77375], since (Windson; 2001) argued that each of these responsibilities comprises a component of total responsibility of a firm. Narrow spread of response implies that responses were almost similar and the t value calculated was 4.30 and it falls in the acceptance region at 5% level of significance. In this study, H1 was accepted and the researcher concludes that Unilever Zimbabwe carries out relevant CSR activities. The maximum rating for most CSR activities
is 5 on the questionnaire rating implying that respondents indicated that the organisation is involved in carrying out the CSR activities as was indicated on the questionnaire. The minimum rating was 1 show that the firm is not involved in those CSR activities and 3 rating showed that they were satisfied or indifferent, thus a critical analysis is shown on table 4.5 – See table 4.5

4.6 Descriptive Statistics of product attributes from the implementation of CSR activities.

**Table 4.6 Descriptive Statistics of product attributes from the implementation of CSR activities**

<table>
<thead>
<tr>
<th>Product Attributes</th>
<th>N</th>
<th>Range</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Sum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royco Trust</td>
<td>80</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>278</td>
<td>3.48</td>
<td>.182</td>
</tr>
<tr>
<td>Royco Closeness</td>
<td>80</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>289</td>
<td>3.61</td>
<td>.170</td>
</tr>
<tr>
<td>Royco Credibility</td>
<td>80</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>281</td>
<td>3.51</td>
<td>.197</td>
</tr>
<tr>
<td>Stock Margarine</td>
<td>80</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>60</td>
<td>.75</td>
<td>.090</td>
</tr>
<tr>
<td>Trust</td>
<td>80</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>102</td>
<td>1.28</td>
<td>.110</td>
</tr>
<tr>
<td>Stock Margarine</td>
<td>80</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>54</td>
<td>.68</td>
<td>.087</td>
</tr>
<tr>
<td>Closeness Stock</td>
<td>80</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>62</td>
<td>.77</td>
<td>.087</td>
</tr>
<tr>
<td>Margarine Credibility</td>
<td>80</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>60</td>
<td>.75</td>
<td>.091</td>
</tr>
<tr>
<td>Aromat Trust</td>
<td>80</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>55</td>
<td>.69</td>
<td>.090</td>
</tr>
<tr>
<td>Aromat Closeness</td>
<td>80</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>55</td>
<td>.69</td>
<td>.090</td>
</tr>
<tr>
<td>Aromat Credibility</td>
<td>80</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>55</td>
<td>.69</td>
<td>.090</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data
Table 4.6 depicts descriptive statistics and results of product attributes from implementation of CSR activities using measures of central tendency to interpret the results which are range of response rating score, mean and standard deviation. The attributes of royco in terms of trust from the implementation of CSR has a mean of 3.48 with standard deviation of 1.63, closeness with a total mean of 3.61 with a standard deviation of 1.52 and finally credibility with a mean of 3.51 and 1.76 standard deviation. As indicated on the table 4.6 on royco attributes, the means is bigger than standard deviation among the attributes therefore, the range of score rating on the questionnaire depicts that respondents were agreeing that royco is regarded as best ranging on 5 score rating on its trust, closeness and credibility from implementation of CSR programmes. Since standard deviation is less than the observed mean hence it implies that the responses were almost the same and also the outliers were almost pulling to the one end. The t value was found to be 3.90 at 5% level of significance and it falls in the acceptance region. Therefore H₂.₁, H₂.₂ and H₂.₃ was accepted hence the researcher concludes that royco is trusted by the community, close to the community as well as regarded as credible from implementation of CSR activities.

The closeness of stock margarine as its attribute from implementation of CSR has a mean of 1.28 which is above the observed standard deviation of 0.981 hence the mean denotes that majority of respondents agree that stock margarine is close to the community. The view that standard deviation is less than the observed mean and the t value was 1.06 thus falls in the acceptance region and we conclude that stock margarine is close to the people as a result of CSR hence H₂.₂ was accepted. On a different vain, the observed mean (0.75 and 0.68) on both stock margarine’s trust and credibility (0.80 and 0.78) is below the observed standard deviation and the value of t value of -0.54 and is statistically insignificant at 5% level of significance hence it can be inferred that there was a consensus that stock margarine is not trustable and credible thus rejecting H₂.₁ and H₂.₃ therefore the author concludes that stock margarine is close but not credible and not trustable from implementation of CSR programmes by Unilever Zimbabwe Private Ltd.

Aromat has low observed mean among its attributes (0.770 on trust, 0.775 on closeness and 0.69 on credibility). The observed standard deviation (0.779 on trust, 0.811 on closeness and 0.805 on credibility) is higher than the observed mean and this implies that the outliers were almost pulled to one end and the smaller the standard deviation the smaller the amount of variation between the scores (Salkins, 2008) This shows a limited spread of responses
implying that the responses were almost the same and the t value was -0.56 and it falls in the rejection region therefore $H_{2.1}$, $H_{2.2}$ and $H_{2.3}$ was rejected therefore the researcher concludes that aromat is not trustable, close and considered as not credible from implementation of CSR programs. The range score of respondents was 2 on range values hence most respondents viewed aromat as bad items of it attributes (trust, close and credibility) from implementation of CSR programmes. See table 4.6

4.7 The impact of CSR on Brand Awareness

Table 4.7 Model Summary for Royco

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.070a</td>
<td>.005</td>
<td>-.008</td>
<td>.14638</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.671</td>
<td>.094</td>
<td>7.161</td>
</tr>
<tr>
<td>CSR</td>
<td>.095</td>
<td>.154</td>
<td>.070</td>
<td>.616</td>
</tr>
</tbody>
</table>

a. Dependent Variable: BAR

Corporate Social Responsibility (CSR) and Brand Awareness of Royco (BAR) is not statistically significant both at 10% level of significant and 5% level of significance since the value of T-Test is not within the range of 0.05 and 0.01 significance level hence $H_3$ hypothesis was rejected. The findings by Shakeeniaz (2012) differ from my research in the section of brand awareness for royco in that his findings revealed that corporate reputation positively mediates the relationship between CSR, brand equity and brand awareness while there is no positive significant relationship in my research between CSR and Brand Awareness of Royco (BAR). This may be because royco is a market leader in the market of relish products hence
customers buy it regardless the actions of the organisational CSR. The results were calculated using regression analysis.

Table 4.8 Model Summary for Aromat

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.191</td>
<td>.036</td>
<td>.024</td>
<td>.11909</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.341</td>
</tr>
<tr>
<td>CSR</td>
<td>.216</td>
<td>.126</td>
</tr>
</tbody>
</table>

a. Dependent Variable: BAA

Table 4.8 shows that the relationship between CSR and Brand Awareness of Aromat (BAA) is statistically significant at 10% level of significance. In this case, if Unilever Zimbabwe increases its CSR activities by 1% therefore, there is 21.6% increase in brand awareness for Aromat with standardised regression coefficient of 0.191 thus $H_3$ was accepted due to the positive relationship between CSR and brand awareness. The results pertaining relationship between CSR and Brand Awareness of Aromat (BAR) concurs with that of Bankas (2010) who indicated that CSR has a positive bearing impact on brand awareness since it starts the communication process. Basing on research findings from this research, Aromat is not a very popular product/brand amongst consumers and Unilever Zimbabwe should engage in more CSR programmes as well as promotional activities in order to upraise its competitiveness. The researcher concludes that there is a positive relationship between CSR and brand awareness for Aromat.
Table 4.9 Model Summary for Stock Margarine

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.245a</td>
<td>.060</td>
<td>.048</td>
<td>.12208</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.372</td>
<td>.078</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>CSR</td>
<td>.288</td>
<td>.129</td>
<td>.245</td>
<td>.028</td>
</tr>
</tbody>
</table>

a. Dependent Variable: BAS

The relationship between Corporate Social Responsibility (CSR) and Brand Awareness of Stock Margarine (BAS) is positive and statistically significant at 5% level of significance as indicated by the value of T-Test at probability or significance value of 2.235 therefore H₃ was accepted. This implies that a 1% increase in CSR activities by Unilever Zimbabwe will result in 28.8% in brand awareness of Stock Margarine as indicated by standardised regression coefficient of 0.245. This implies that there is stiff competition in the market for Stock Margarine in the country and the good image of the organisation helps in promoting the brand thus the company should engage in more CSR activities to improve the awareness of Stock Margarine. The researcher concludes that there is a positive relationship between CSR and brand awareness of Stock Margarine.

### 4.8 Discussion

Individual customers both from the CBD, company’s Head Office, sales representatives and Marketing and PR managers indicated that the organisation is taking part in trying to transform the lives of less privileged community members through its various CSR programme. The researcher has noted that although the organisation is implementing CSR, some respondents indicated that the organisation is not carrying out other CSR activities and
the motive behind the differences in responses pertaining the organisational CSR could have been influenced by the fact that some respondents are not involved as well as not participating in those CSR activities that the organisation is involved. Freeman (2000) asserts that firms should fill a generic map with specific stakeholders such as owners, financial community, customers, competitors, trade associations, government and political groups. The organisation should consistently carry out CSR by including a broad range of stakeholders to ensure effective use of CRS as a marketing tool hence Bankas (2011) argue that CSR is a means of achieving corporate brand awareness.

The findings on CSR activities that the organisation is involved differs and is not consistent from those of Mlamunah (2009) in that she found that the Transferring of Technology (TOT) and cleaning of all forms pollutions from resulted from the company’s operations as other CSR activities while the results of this study indicated that the organisation is much involved in activities such as donating to charity organisations, poverty alleviation, training of employees and environmental awareness. This difference could have been attributed by the differences in research instruments used.

The findings of study is also partially similar to that of Adeyanju (2012) who found that CSR contributed to a way of living a health life of people through donations and differs on the other side in that he indicated the issue of infrastructural development as other CSR of the organisations. The results from this study concurs and is consistent with the Carnegie (1899) Gospel of Wealth theory which holds that the fortune should help the unfortunate through prudent social investments in helping unemployed people and also help them to get talents. In this case, the respondents indicated that the organisation is involved in training of employees as a way of assisting them to invest more knowledge and broaden their working skills.

The researcher noted that the organisation is not involved in sponsorship of sport activities and educational donations such as funding for scholarship and this contradict with Mullins (2007) who argue that all activities of the business involves a business undertake much funds in sponsorship (sports and academics) such as donating for educational scholarships and sport activities. The organisation should at least devote some of its funds towards funding for scholarship and sponsorship of sporting in various disciplines.
The researcher noted from the results of this study that respondents identified royco as trustable by the community, close to the people and also regarded as credible from implantation of the organisational CSR programmes. This therefore intertwine with the findings of Alfaro (2009) who found that community identified credibility, trust and closeness as attributes of an organisational brands based on experience that they had with the company’s CSR. Royco was rated good and best items of its attributes from the implementation of CSR activities.

On a different note, the findings of this study differs from those of research carried out by Doney and Cannon (1997) who found that attributes like price and quality are not sufficient for completing buying process but the intangible attributes like brand trust is important but this research goes beyond his findings by including attributes like closeness and credibility of the food products in this case from CSR programmes. The researcher also found that aromat and stock margarine are not both credible and trustable from CSR and aromat not close to the people simply because the organisation could have been failing to materialise and fulfill the promises made and absence of consistent communication between the organisation and members of the society hence Budd (2009) insisted that communication should be maintained between the organisation and society members for the brands to be trustable and close to the members of the society.

The relationship between CSR and brand awareness is very important since the findings from this study revealed that there is a positive relationship between CSR and brand awareness through the use of regression analysis at 10% levels of significance of aromat as evidenced by standardised regression coefficient of 0.191 and 5% level of significant on stock margarine as evidenced by standardized regression coefficient of 0.245. The results showed that a 1% increase in CSR leads to 21.6% increase in brand awareness of aromat and a 1% increase in CSR leads to 28.8 increase in brand awareness of stock margarine. However 74.4% in brand awareness of aromat and 72.2% in brand awareness of stock margarine could have been attributed by other factors besides CSR such as advertising and sales promotion.

The results from this study on CSR and brand awareness are similar with that of Vassileva (2009) who found that CSR is the influential factor and brand awareness a mediating factor and she further argue that marketers should strongly consider using CSR as a means of achieving corporate brand awareness. She goes on to say that CSR on the firm value will positively related to advertising intensity hence firms that are not advertising should stay
away from CSR since advertising has a negative impact on CSR value relation if there is inconsistency between the firm’s CSR efforts. In this case, the organisation should consistently carry out its CSR activities in order to reap and gain from its benefits as a way exploiting marketing competitive advantage.

4.9 Summary
The chapter looked at data presentation basing on research findings, interpretation and analysis. This chapter also looked at theoretical framework which includes theories CSR and product attributes as well as discussion of the key concepts as supported by other authors including CSR, product attributes and brand awareness as well as overview of various past studies on CSR activities has been discussed. Associations among other variables related to the study were also discussed.
CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter focuses on summary of the preceding chapters that is from the first chapter, literature review, research methodology and data presentation, analysis and conclusion which pave way for recommendations based on research findings. The chapter also looks at suggestions for areas of further studies which were not addressed in this research.

5.1 Summary of the study
The research was carried out on the impact of CSR on brand awareness of Unilever Zimbabwe Pvt Ltd’s brand of food products. The research objectives under investigation were to explore CSR activities carried out by Unilever Zimbabwe, to determine the attributes (trust, closeness and credibility) that should be taken into account when measuring their brands from implementation of CSR programs and to establish the relationship between CSR and brand awareness. The researcher employed simple random sample sampling technique and a sample of 80 respondents was used from individual customers in the CBD and those who buy goods at the company’s Head Office as well as sales representatives Marketing and PR managers and descriptive and causal research designs was also used in the research. The results revealed that the organisation is much involved in donating to different charity organisations, environmental awareness activities, provision of equal employment opportunities and training for employees. On a different note, the findings however indicated that the organisation is not much involved in channelling its funds towards sponsorship of sporting activities, donating for education in form of scholarships and poverty alleviation activities and the company is carrying relevant CSR programs.

The research findings revealed on product attributes that royco is close, trustable and credible basing on respondents experience that they have with the firm’s CSR activities and stock margarine was found to be only close but not trustable and credible, and aromat is not close trustable and credible.
On testing hypothesis on the relationship between CSR and brand awareness, the results articulate that royco was not statistically significant hence it might be because royco is a market leader in category of relish products. The results also showed that there is a significant positive relationship between CSR and brand awareness, and CSR is a predictor variable for brand awareness on both aromat and stock margarine. The findings indicated that a 1% increase in CSR activities by Unilever will result in 21.6% increase in brand awareness of aromat and a 1% increase in CSR activities will results in 28.8% in brand awareness of stock margarine.

5.2 Conclusions
Over and above, the researcher therefore concludes that the organisation is carrying out relevant CSR programs in trying to transform the life of people in the community as well as employees at large. The organisation must balance their CSR activities to both employees and the society.

The research findings revealed that some product attributes were found to be different from those of other products from the implementation of CSR activities by the company as well as experience that the community has with organisational social activities. Basing on research findings, royco was found to be close, trustable and credible from the implementation of CSR by Unilever Zimbabwe while aromat is not close, trustable and credible form the organisational’s CSR programmes. Stock margarine is close to the community but however, it is not trustable and credible basing on the experience that the society has with the firm’s CSR programmes.

Finally, the research findings indicated that there is positive relationship between CSR and brand awareness and CSR can be used as an instrument for marketing. The researcher concludes that company should engage in more CSR programmes as well as promotional activities in order to upraise its competitiveness through brand awareness.

5.3 Recommendations
Brand awareness through CSR has become an integral element the world over since most discussions are rolling over concerning the extended businesses responsibilities. After taking
into account the above conclusion, the recommendations below were made towards the success of Unilever Zimbabwe.

**Corporate social responsibility activities**

For Unilever to consistently remain competitive not only in the market of food products, the company should engage in more CSR activities especially those which the company was found not mostly involved in for instance donating for education, sponsorship of sport activities and poverty alleviation. This data will help the organisation to engage in CSR activities which are deemed to create brand awareness to customers and not only place great emphasis on CSR to employees but to customers at large in order to increase competitiveness of its food brands. The organisation should intensify in CSR activities in sport activities, donating for education and poverty alleviation which brings customers or the community and the organisation close to each other. The organisation should also balance CSR activities to both customers and employees.

**Product attributes to be accounted for from implementation of CSR programs**

The organisation should continually communicate with different stakeholders through CSR activities on the brands of food products to remain close to the community. Any adjustments made on products should be well communicated and customer should be informed quickly hence Doney and Cannon (1997) argues that the organisation should remain communicate with the members of the community even after the programme ended. In order for the organisation food brands to credible, the organisation should fulfill the promises that it makes to the community to enhance positive experience between the organisational efforts on CSR and customers expectations to enhance credibility of products from implementation of CSR programs.

**CSR and brand awareness**

The organisation should view CSR not as just ordinary business responsibility but also as a strategy for achieving marketing competitive advantage which facilitates the awareness of corporate brands. This is can be supported by Kotler (2003) who asserted that if a company is fully engaged in CSR, the benefiting societies would eventually want to know more about their helper and this will result in the awareness of the company’s products and services. The company use CSR activities as an instrument in gaining competitive advantage such as creating brand loyalty and awareness (Porter and Cramer; 2002). The organisation should
make use of well knowledgeable employees when they implement its CSR activities in order to ensure its effectiveness and mostly involved in CSR activities to customers who are viewed as king in the market.

The organisation should continue to put in place some promotional activities soon after implementation of CSR programmes so that customers will quickly remember company’s products and brands ring in their minds.

**Provision of training**
The organisation should provide internal training to employees who will be involved CSR programmes and implementation. Management should make sure that CRS activities are done in a way they are supposed to be done by being involved in those activities not just employees only to show that they are committed and they do respect interests of the community. Training should be reviewed on a yearly basis and should be continuous. Managers should be well committed when implementing CSR programmes since they are the ones involved in maintaining the company’s vision and design strategies to achieve the overall corporate goals.

**Areas for further research**
Future researches can be conducted taking into consideration the findings of this study as a threshold on impact of CSR activities on brand awareness. In this essence, this study can be extended by future researchers who intent to examine CSR since some of the CSR activities were not covered in this research hence this leaves a gap for future researches to consider the impact of other CSR activities on other marketing strategies such as the impact of CSR on Unilever Zimbabwe’s reputation and worker’s performance.

Corporate brand awareness can be achieved in various ways other than implementation of CSR programmes hence other researchers can continually extend this research by looking and researching on other factors which have the impact on brand awareness. This researcher was only confined to the impact of CSR on brand awareness of the company’s brands of food products therefore other researchers can go beyond this research by looking at the impact of CSR on other firm’s products besides food products whom the researcher dwell much on this research thus leaves a gap which needs to be accomplished by future researchers and can refine this research further.
In addition, this research only concentrated on looking at the product attributes namely trust, close and credibility which facilitate the awareness of the company’s brands from the implementation of CSR programmes hence other researchers can further look at other factors which have an impact on brand awareness through taking into account product attributes.
REFERENCES


Friedman, M (1912) "The Social Responsibility of Business Is to Increase Its Profits." New York Times Magazine,


Maneet, K (2011) Corporate Social Responsibility-A Tool in creating Brand Awareness; Annual Conference, Volume18 No 1:Las Vegas: India


Unilever Zimbabwe Company Profile (2012) Information and Business Description: retrieved from: unileverhttp://www.referenceforbusiness.com


APPENDIX I

Questionnaire

QUESTIONNAIRE INTRODUCTION LETTER
Dear Respondent

My name is Patrick Chikanya and I am a third year student at Bindura University of Science Education studying BBS in Marketing. I am carrying out a research on the impact of Corporate Social Responsibility on brand awareness which is in line with the requirements of my programme.
I am kindly requesting for your corporation in filling this questionnaire. The information collected will be strictly used for academic purpose only, and your contribution and help is greatly appreciated, thank you.

INSTRUCTION
Tick in your response in the space provided to each of the following questions.

1) Sex

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2) Age

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 20 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 years to 35 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36 years to 50 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51 years to 62 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>63 years and above</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3) Level of Education

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post Degree level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4) Which Corporate Social Responsibility activities are mostly used by the organisation?  
**Definition:** Corporate Social Responsibility refers to the transparent business practices that are based on ethical values, compliance with legal requirements and respect for people, communities and environment.

**Instruction:** Please use the following scale when responding to each item (Tick in the correct/appropriate box).

<table>
<thead>
<tr>
<th>Corporate Social Responsibility Activities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Donating to Charity Organisations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Environmental Awareness Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3 Poverty Alleviation Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4 Sponsorship of Sport Tournaments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5 Donating for Educational Institutions (Scholarships)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6 Provision of Equal Employment Opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.7 Information Dissemination on products/service usage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.8 Provision of training programmes for employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Others, please specify

5) To what extent are you aware of Unilever Zimbabwe’ Corporate Social Responsibility activities.  
**Instruction:** Please use the following scale when responding to each item (Tick in the correct/appropriate box).

<table>
<thead>
<tr>
<th>Corporate Social Responsibility Activities</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Donating to Charity Organisations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5.2 Environmental Awareness Activities
5.3 Poverty Alleviation Activities
5.4 Sponsorship of Sport Tournaments
5.5 Donating for Educational Institutions (Scholarships)
5.6 Provision of Equal Employment Opportunities
5.7 Information Dissemination on products/service usage
5.8 Provision of training programmes for employees

Others, please specify........................................................................................................................................................................
........................................................................................................................................................................................................
........................................................................................................................................................................................................
......................

6) How often do you buy the following products offered by Unilever Zimbabwe?

Use the following scale when responding to each product:

<table>
<thead>
<tr>
<th>1-Never</th>
<th>2-Not all the time</th>
<th>3-Neither</th>
<th>4-Sometimes</th>
<th>5-All the time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company’s brands on food products</td>
<td>S  C  O  R  E</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Royco</td>
<td>1  2  3  4  5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stock Margarine</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aromat carry powder</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7) How do you rate the company’s products compared to that of rival’s in terms of attributes (trust, close and credibility) from the implementation of Corporate Social Responsibility activities?

Definition: **Trust** is the belief that the behaviour of the counterpart is predictable in terms of its direction and intensity, which means that the future actions of the counterpart will conform to the obligations assumed.

**Closeness** is the communication that remains between the organisation and the members of the community even after the programme ended.

**Credibility** is the degree to which the company fulfilled and materialised the promises they made hence to be credible is to be believed.
Use the following scale when responding to each item (Tick the appropriate box)

1-Worst  2-Bad  3-Indifferent  4-Good  5-Best

<table>
<thead>
<tr>
<th>Company’s brands on food products</th>
<th>S</th>
<th>C</th>
<th>O</th>
<th>R</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Royco</th>
<th>7.1</th>
<th>7.2</th>
<th>7.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you rate Royco in terms of trust as compared to competing products like Karinga and Maggi?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you rate Royco in terms of being close to the people compared to competing products like Karinga and Maggi?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you rate Royco in terms of credibility as compared to competing products like Karinga and Maggi?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stock Margarine</th>
<th>7.4</th>
<th>7.5</th>
<th>7.6</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you rate Stock Margarine in terms of trust as compared to competing products like Buttercup?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you rate Stock Margarine in terms of being close to the people compared to competing products like Buttercup margarine?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you rate Stock Margarine in terms of credibility as compared to competing products like Buttercup margarine?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Aromat carry powder</th>
<th>7.7</th>
<th>7.8</th>
<th>7.9</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you rate Aromat carry powder in terms of trust as compared to competing products like Cartwrights and Hinas carry powder?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you rate Aromat carry powder in terms of being close to the people compared to competing products like Cartwrights and Hinas carry powder?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you rate Aromat carry powder in terms of credibility as compared to competing like products like Cartwrights and Hinas carry powder?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8) Why do you buy or not buy the products (royco, stock margarine and aromat carry powder) in relationship with the attributes (Close, Trust and Credibility)?

Please use the space provided below when responding for each product.

......................................................................................................................................................
......................................................................................................................................................
......................................................................................................................................................

59
9) Is there any relationship between Corporate Social Responsibility and brand awareness?
Use the following scale when responding to each item (Tick the appropriate box)
1-Strongly disagree  2-Diagree  3-Neither  4-Agree  5-Strongly agree

<table>
<thead>
<tr>
<th>Relationship</th>
<th>S</th>
<th>C</th>
<th>O</th>
<th>R</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Positive Relationship</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.2 Negative Relationship</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</table>
APPENDIX II

Regression on relationship between CSR and brand awareness

Notes

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</tbody>
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**Input**

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- Filter: <none>
- Weight: <none>
- Split File: <none>
- N of Rows in Working Data File: 80

**Missing Value Handling**

- Definition of Missing: User-defined missing values are treated as missing.
- Cases Used: Statistics are based on cases with no missing values for any variable used.

**Syntax**

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT BAR
/METHOD=ENTER CSR.
```

**Resources**

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- Elapsed Time: 00:00:00.109
- Memory Required: 1388 bytes
- Additional Memory Required for Residual Plots: 0 bytes
**Variables Entered/Removed**

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<th>Variables Removed</th>
<th>Method</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>CSR</td>
<td>.</td>
<td>Enter</td>
</tr>
</tbody>
</table>

a. All requested variables entered.
b. Dependent Variable: BAR

**Model Summary**

<table>
<thead>
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<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
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<td>.005</td>
<td>-.008</td>
<td>.14638</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR

**ANOVA**

<table>
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<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Regression</td>
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<td>1</td>
<td>.008</td>
<td>.379</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>1.671</td>
<td>78</td>
<td>.021</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1.679</td>
<td>79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR
b. Dependent Variable: BAR

c. **Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.671</td>
</tr>
<tr>
<td></td>
<td>CSR</td>
<td>.095</td>
</tr>
</tbody>
</table>

a. Dependent Variable: BAR
### Variables Entered/Removed

<table>
<thead>
<tr>
<th>Model</th>
<th>Variables Entered</th>
<th>Variables Removed</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CSR(^a)</td>
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a. All requested variables entered.

b. Dependent Variable: BAS
### Model Summary

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<th>Model</th>
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<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
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<td>.245&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.060</td>
<td>.048</td>
<td>.12208</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR

### ANOVA<sup>b</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
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<td>.074</td>
<td>4.994</td>
<td>.028&lt;sup&gt;a&lt;/sup&gt;</td>
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<tr>
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<td>78</td>
<td>.015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.237</td>
<td>79</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR
b. Dependent Variable: BAS

### Coefficients<sup>a</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
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<td>.078</td>
<td>4.761</td>
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<tr>
<td></td>
<td>CSR</td>
<td>.288</td>
<td>.129</td>
<td>.245</td>
</tr>
</tbody>
</table>

a. Dependent Variable: BAS
### Variables Entered/Removed \(^b\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Variables Entered</th>
<th>Variables Removed</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CSR(^a)</td>
<td></td>
<td>Enter</td>
</tr>
</tbody>
</table>

\(^a\) All requested variables entered.

\(^b\) Dependent Variable: BAA
### Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.191&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.036</td>
<td>.024</td>
<td>.11909</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR

### ANOVA<sup>b</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>.042</td>
<td>1</td>
<td>.042</td>
<td>2.950</td>
<td>.090&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>1.106</td>
<td>78</td>
<td>.014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.148</td>
<td>79</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CSR
b. Dependent Variable: BAA

### Coefficients<sup>a</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.341</td>
<td>.076</td>
<td></td>
<td>4.477</td>
</tr>
<tr>
<td>CSR</td>
<td>.216</td>
<td>.126</td>
<td>.191</td>
<td>1.718</td>
</tr>
</tbody>
</table>

a. Dependent Variable: BAA