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# The Effect of Doing Good: An Experimental Analysis of the Influence of Corporate Social Responsibility Initiatives on Beliefs, Attitudes, and Behavioral Intentions

Cristina Marta Gonzalez  
*University of South Florida*

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The Effect of Doing Good: An Experimental Analysis of the Influence of Corporate  
Social Responsibility Initiatives on Beliefs, Attitudes, and Behavioral Intentions

by

Cristina Marta Gonzalez

A thesis submitted in partial fulfillment  
of the requirements for the degree of  
Master of Arts  
Department of Mass Communications  
College of Arts and Sciences  
University of South Florida

Major Professor: Kelly Page Werder, Ph.D.  
Derina Holtzhausen, Ph.D.  
Kelli Burns, Ph.D.

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## TABLE OF CONTENTS

List of Figures	ii
List of Tables	iii
Abstract	iv
Chapter 1: Introduction	1
Chapter 2: Literature Review	5
Chapter 3: Methodology	27
Chapter 4: Results	38
Chapter 5: Discussion	47
Chapter 6: Conclusion	50
References	52
Appendix A: Articles	56
Appendix B : Questionnaire	62

## LIST OF FIGURES

Figure 1: Fishbein and Ajzen's Theory of Reasoned Action

24

## LIST OF TABLES

Table 1: Corporate Social Responsibility Treatments	30
Table 2: Manipulation Check for Corporate Social Responsibility Treatments	37
Table 3: Regression Model for Salient Beliefs Predicting Attitudes	39
Table 4: Regression Model for Attitude Predicting Behavioral Intentions	40
Table 5: One-Way Analysis of Variance for Salient Belief, Attitude, and Behavioral Intention Measures Across Corporate Social Responsibility Initiative Type	41
Table 6: Post Hoc Comparisons for “I believe that Starbucks positively contributes to the community” Across Corporate Social Responsibility Initiative Type	42
Table 7: Post Hoc Comparisons for “I consider message from Starbucks to be trustworthy” Across Corporate Social Responsibility Initiative Type	43

# The Effect of Doing Good: An Experimental Analysis of the Influences of Corporate Social Responsibility Initiatives on Beliefs, Attitudes, and Behavioral Intention

Cristina Marta Gonzalez

## ABSTRACT

The purpose of this study is to further current theory-driven research in public relations by examining the influence of corporate social responsibility (CSR) initiatives on beliefs, attitudes, and behavioral intentions. Specifically, CSR initiatives identified by Kotler and Lee (2005) were tested using Fishbein and Ajzen's (1975, 2005) theory of reasoned action to determine their influences on individual's belief, attitudes, and behavioral intentions toward an organization and its products. This area of inquiry is particularly relevant for public relations scholars and practitioners since creating awareness of CSR practices among key stakeholders requires accurate and timely communication.

A controlled experiment utilizing a 1x6 factorial was conducted using stimulus materials based on the Starbucks Coffee Company. The stimulus materials consisted of four Starbucks CSR messages that coincided with four CSR initiatives identified by Kotler and Lee (2005), and one Starbucks message unrelated to CSR to control for CSR initiative type. The sixth condition contained no Starbucks message as an overall control condition. All six conditions contained the same self-administered instrument to measure the variables of interest.

The results of the controlled experiment found that salient beliefs predict attitudes and that attitudes predict behavioral intentions. Thus, the predictions of the theory of reasoned action are supported. The findings indicate that CSR initiatives do influence

individuals' beliefs about organizations and their products, particularly beliefs about their contributions to the community and their trustworthiness. Specific findings of this study suggest that cause-related marketing may be the most beneficial to corporations in terms of its influence on consumers' beliefs about the corporation, which in turn may have positive financial implications. However, this study found that CSR initiatives did not influence attitudes or behavioral intentions.

## CHAPTER 1: INTRODUCTION

*For many years, community development goals were philanthropic activities that were seen as separate from business objectives, not fundamental to them; doing well and doing good were seen as separate pursuits. But I think that is changing. What many of the organizations that are represented here today are learning is that cutting-edge innovation and competitive advantage can result from weaving social and environmental considerations into business strategy from the beginning. And in that process, we can help develop the next generation of ideas and markets and employees.*

— Carly Fiorina, Hewlett-Packard, at the Business for Social Responsibility Annual Conference, November 12, 2003 (in Kotler & Lee, 2005, p.1)

In today's competitive marketplace, organizations require ways of differentiating themselves from their competitors. In an attempt to gain competitive advantage, organizations are increasingly using corporate social responsibility (CSR) initiatives as business strategy. Specifically, business trends during the past decade indicate "increased corporate giving, increased corporate reporting on social responsibility initiatives, the establishment of a corporate social norm to do good, and an apparent transition from giving as an obligation to giving as a strategy" (Kotler & Lee, 2005, p. 4).

A number of scholarly and industry studies report unprecedented growth in CSR initiatives (Barone, Miyazaki, & Taylor, 2000). According to *Giving USA* (2005), corporations gave \$12 billion in philanthropic support in 2004 and provided additional social support in the form of community relations programs, cause-related marketing,

sponsorships, and corporate volunteer programs. In addition, Esrock and Leichty (1998) reported that the Web sites of more than 80% of *Fortune*-500 companies address CSR issues of one form or another.

Despite the growth of CSR initiatives and the increasing emphasis on social responsibility in business, surprisingly little is known about the effects of CSR on consumers (David, Kline, & Dai, 2005). Recent research suggests that a positive relationship exists between a company's CSR activities and consumers' attitudes toward the company and its products (Brown & Dacin, 1997); however, "it is not known when, how, and for whom specific CSR initiatives work" (Sen & Bhattacharya, 2001, p. 225). This indicates the need for more research aimed at understanding the value of CSR initiatives and what the effect of being seen as a "corporate good guy" may be (Brown & Dacin, 1997, p.68).

This area of inquiry is particularly relevant for public relations scholars and practitioners since creating awareness of CSR practices among key stakeholders requires accurate and timely communication. According to Golob and Bartlett (2007), communicating with stakeholders about an organization's CSR activities forms a central charter for public relations in creating mutual understanding, managing conflict, and creating legitimacy (p. 1). As such, more research is needed that examines the relationship between CSR initiatives, corporate communication about these initiatives, and the effect this communication has on consumers.

According to Dozier and Ehling (1992), the effects achieved by public relations programs include awareness, knowledge, opinions, attitudes, and behaviors of those affected by the program. However, there is currently no discipline-specific theory that

explains these effects. Fortunately, the inter-disciplinary nature of public relations fosters the use of theoretical constructs from other areas of social science. An interdisciplinary approach is used in this study to gain a better understanding of the effect communication about CSR initiatives has on individuals' beliefs, attitudes and behavioral intentions.

Literature from social psychology suggests that Fishbein and Ajzen's theory of reasoned action (1975, 2005) provides a useful framework for examining the effect of CSR communication on beliefs, attitudes, and behavioral intention. The theory states that the single best predictor of behavior is an individual's intention regarding the behavior. Behavioral intention is a function of two other factors: 1) the individual's attitude toward the behavior, and 2) the individual's subjective norm with respect to the behavior (Petty & Cacioppo, 1996, p. 200). According to Rossi and Armstrong (1999), the theory of reasoned action is one of the most influential contributions to the field of attitude measurement and behavior prediction. Sheppard, Hartwick, and Warshaw (1988) concluded that the model predicts behavioral intention and behavior quite well and provides a basis for identifying where and how to target strategies for changing behavior.

The purpose of this study is to further current theory-driven research in public relations by examining the influence of CSR initiatives on beliefs, attitudes, and behavioral intentions. Specifically, CSR initiatives identified by Kotler and Lee (2005) were tested using Fishbein and Ajzen's (1975, 2005) theory of reasoned action to determine their influence on individuals' beliefs, attitudes, and behavioral intentions toward an organization and its products. To achieve the objectives of this study, a controlled 1x6 factorial experiment was conducted.

The next chapter contains a review of literature relevant to this study. This is followed by the methodology, which describes the methods and procedures used to conduct this research. Next, the results chapter provides a review of the data analysis procedures used in the study. Finally, the discussion chapter provides a summary of the findings of this study, as well as its significance, limitations, and areas for future study.

## CHAPTER 2: LITERATURE REVIEW

This chapter provides a review of literature relevant to this study. Specifically CSR is defined and CSR initiatives are examined. Next, the relationship between CSR and Public Relations is explored. Finally, an overview of literature related to the theory of reasoned action is provided. The chapter concludes with the purpose of this study and the hypotheses that were tested.

### *Corporate Social Responsibility*

The concept of corporate social responsibility has a long and varied history; however, formal theorizing and research on the concept since the 1950s has most informed today's practice. Although a variety of definitions and theoretic frameworks have been proposed by management, marketing, and communication scholars (Carroll, 1999), the scope of CSR activities remains fairly consistent.

Kotler and Lee (2005) define corporate social responsibility as "a commitment to improve community well-being through discretionary business practices and contributions of corporate resources" (p. 3). An important element that distinguishes this CSR definition from others is the term *discretionary*.

We are not referring here to business activities that are mandated by law or that are moral or ethical in nature and perhaps therefore expected. Rather, we are referring to a *voluntary* commitment a business makes in choosing and implementing these practices and making these contributions. Such a commitment must be demonstrated in order for a company to be described as socially responsible and will be fulfilled through the adoption of new business practices and/or contributions, either monetary or non-monetary. (p. 3)

This business practice is achieved by establishing a social responsibility program within the organization. To ensure that the social responsibility program is successful, four essential communication approaches should be included: 1) To inform by a high

degree of local knowledge; 2) To improve problems for which the corporation is directly responsible for; 3) To inform stakeholders that agree about means and ends; and 4) To establish socially responsible programs that will lead to enhanced financial performance (Pava & Krausz, 1997).

Corporate social responsibility is a driver of customer satisfaction that in turn leads to positive financial returns (Luo & Bhattacharya, 2006). CSR leads to financial returns since organizations depend on society's acceptance of their roles and activities (Daugherty, 2001). With society's acceptance, an organization will build positive attitudes for its brands and services.

Consequently, consumers will reward companies with positive CSR associations. For example, if an organization undertakes an initiative to support the cure for breast cancer, it will produce a positive CSR association. According to the Cone/Roper (2000) executive study, 78% of adults said they would be more likely to buy a product associated with a cause they cared about. Thus, if fighting breast cancer is important to an individual, then that individual will more than likely support an organization that is taking the initiative to help fight breast cancer.

An example of an organization that supports various causes, and is socially responsible as well as profitable, is The Body Shop. Anita Roddick (2005), founder of The Body Shop, believes that organizations have a responsibility to make their company profitable, but not at the expense of human rights abuses, spoiling the environment, or at the expense of preventing employees from having a sense of pride in what they do. Furthermore, Roddick believes that not a single product should enter any country if it is tarnished from sweatshop or child labor. By taking a strong stance on these issues and

still making a substantial profit, Roddick demonstrated that it is possible to run a big business, reward shareholders, and do social good at the same time. “Buy one of our products, the Body Shop tells its customers, and you’ll improve the lives of women in developing countries, promote animal rights, protect the environment, and otherwise increase the supply of social responsibility” (Martin, 2003, p. 88).

The stance The Body Shop takes regarding CSR initiatives is a growing stance among consumers, investors, and business leaders. Martin (2003) elaborates, “Many consumers and investors, as well as a growing number of business leaders, have added their voices to those urging corporations to remember their obligations to their employees, their community, and the environment, even as they pursue profits for shareholders” (pp. 84-85). These obligations assist in sustaining a profit for the shareholders by keeping a business on the right side of the law. According to Martin (2003), “Company compliance with worker safety regulations and sexual harassment statutes serves shareholders’ interests by keeping a company free from legal sanctions and by safeguarding its reputation” (p. 88). These are the first steps toward extending an organization “beyond the financial measures to include standards that measure broader success in the community such as customer and employee satisfaction and the reduction or elimination of social problems” (Wilson, 2001, p. 525).

Another prime example of an organization that is led with values and makes a sustainable profit is Ben and Jerry’s Ice Cream. Ben Cohen and Jerry Greenfield started making ice cream in 1978 based on the premise that they wanted to have fun, earn a living, and give something back to the community (Cohen & Greenfield, 1997). Since then, Ben and Jerry’s Ice Cream has been considered a leading values-led business

devoted to corporate social responsibility. They believe “that business has a responsibility to the people and the society that makes its existence possible” (p. 30). Ben and Jerry believe that being socially responsible is the most significant marketing they do. They realized that “if you’ve got values that are aligned with the values of your potential customers, you don’t have to create a phony image” (p. 132). Instead, you just have to show consumers who you are. Cohen and Greenfield (1997) give an example on how they incorporate CSR in to their business practice and still turn a profit for themselves and their shareholders:

Let’s say, for example, that we’re looking at three possible new ice cream flavors. Being values-led means choosing the flavor that gives us the best opportunity to intergrate our commitment to social change with the need to return profits to our shareholders. Assuming all three flavors are profitable, if we find out that we can make one of them using nuts from the rain forest (in order to increase economic demand for the living rain forest) and we can put the ice cream in a rain-forest deforestation, we would choose that flavor. (p. 30)

The success of Ben and Jerry’s Ice Cream, The Body Shop, and other CSR led companies has proved that there are plenty of customers who, when given a choice between product of equal quality, prefer to spend their money with companies whose values they share.

“In contrast, firms at the bottom of the CSR heap, such as Toys ‘R’ Us and Mitsubishi Motors, seem to be perceived as ‘irresponsibly’ by dint of mistreating workers and/or concealing product defect information” (Luo & Bhattacharya, 2006, p. 16). By becoming socially irresponsible, organizations put themselves in the forefront to receive scrutiny-intensive coverage by the media. This usually results in negative perception by the community, which could effect the organization financially.

According to Lye (2005) if a company is deemed morally liable, the company’s reputation and brand image are the first casualties. Morally liable issues that can taint an

organization's reputation or brand image include environmental, social, human health, and obesity impacts of products during their use phase. For example, "Food and beverage companies are suddenly finding themselves in the legal firing line for the obesity impacts of their products' consumption" (Lye, 2005, p. 23). In such instances, consumers do punish companies for not being morally liable. "A 1999 survey of 25,000 consumers in 23 countries found that 40 percent had at least thought about punishing a specific company they viewed as not behaving responsibly in the past year" (Smith, 2005, p. 63).

In contrast, when an organization fulfills its responsibility to its employees, their community, and the environment, it is viewed as socially responsible. According to Kotler and Lee (2005), "corporate social initiatives are major activities undertaken by a corporation to support social causes and to fulfill commitments to corporate social responsibility" (p. 3). They identify six initiatives under which most social responsibility-related activities fall: 1) cause promotions, 2) cause-related marketing, 3) corporate social marketing, 4) corporate philanthropy, 5) community volunteering, and 6) socially responsible business practices. An overview of each of these initiatives is provided below.

*Cause Promotion.* Cause promotions provide "funds, in-kind contributions, or other corporate resources to increase awareness and concern about a social cause or to support fundraising, participation, or volunteer recruitment for a cause" (Kotler & Lee, 2005, p. 23). A corporation may initiate and manage the promotion independently, it may be a major sponsoring partner, or it may be one of several sponsors. Typical cause promotions build awareness and concern by presenting statistics and facts about a

particular issue. The goal is to persuade people to find out more about the cause, donate their time, donate money, donate non-monetary resources, and participate in events.

It is beneficial for an organization to engage in cause promotions because they provide publicity through printed materials, special events, and Web sites featuring the company's logo and key corporate messages along with those representing the cause (Kotler & Lee, 2005). This publicity builds customer loyalty, creates brand preference with target markets, provides customers convenient ways to contribute and participate in causes, provides opportunities for employees to get involved in something they care about, and strengthens corporate image.

*Cause-Related Marketing.* Corporations engaging in cause-related marketing make a contribution or donate a percentage of revenues to a specific cause based on product sales (Kotler & Lee, 2005). Most often, these initiatives are for a specific time period, product, and charity. Typically, a company partners with a nonprofit organization, creating a mutually beneficial relationship intended to increase sales for a particular product and generate financial support for the charity.

According to Kotler and Lee, cause-related marketing initiatives “can support efforts to attract new customers, reach niche markets, increase product sales, and build positive brand identity” (2005, p. 84). This occurs when the charity has a large potential following, the product is a good fit for the cause, and the incentive is straightforward and easy to understand. The most successful cause-related marketing initiatives use products that “enjoy a large market or mass market appeal, have well-established and wide distribution channels, and would benefit from a product differentiation that offers consumers an opportunity to contribute to a favorite charity” (p. 111).

A potential problem with this CSR initiative is that consumers may assume that donations will be small and that the corporation is using its association with a charity for pure profit gain. Nonetheless, this has not effected corporate spending on cause-related marketing initiatives. According to Porter and Kramer, “U.S. corporate spending on cause-related marketing jumped from \$125 million in 1990 to an estimated \$828 million in 2002” (2003, p. 29). This growth is projected to increase since cause-related marketing is the fastest growing type of marketing (Smith, 2003).

*Corporate Social Marketing.* Corporate social marketing employs the “development and/or implementation of a behavior change campaign intended to improve public health, safety, the environment, or community well-being” (Kotler & Lee, 2005, p. 23). The key feature of this CSR initiative is its goal of behavior change, which distinguishes it from cause promotions that focus on supporting awareness, fundraising, and volunteer recruitment for a cause. Although campaign objectives may include awareness building and education or efforts to alter current beliefs and attitudes, the campaign is designed primarily to support and influence a particular public behavior or action (p. 115). Social marketing campaigns are generally implemented by federal, state, and local public sector agencies, such as utilities, departments of health, transportation, and ecology, and in nonprofit organizations. However, consumer-based organizations are increasingly initiating social marketing campaigns because positive perceptions can result for a brand by connecting it with a worthy cause.

Social marketing initiatives are difficult to carry out because, to be effective, they require increased staff time; more integration into media and distribution channels; greater attention to monitoring and tracking results; and vigilance in keeping informed on

trends and events relative to the social issue and related behaviors (Kotler & Lee, 2005). In addition, clinical and technical expertise is often required and behavior change is a long-term process, so corporations must carefully select issues that relate to business objectives and embrace constant resource allocation.

*Corporate Philanthropy.* Corporate philanthropy is perhaps the most traditional form of CSR. Philanthropy is defined by Kotler and Lee (2005) as “a direct contribution by a corporation to a charity or cause, most often in the form of cash grants, donations, and/or in-kind services” (p. 144). In-kind contributions typically consist of donating products and services, providing technical expertise, and allowing the use of corporate facilities, distribution channels, and equipment. “Major strengths for this initiative are building corporate reputation and goodwill; attracting and retaining a motivated workforce; having an impact on social issues, especially in local communities; and leveraging current corporate social initiatives” (p. 174).

Corporate philanthropy is increasingly being used as a strategy to promote a company’s image; however, it is essential that philanthropic choices be based on business goals and objectives. Porter and Kramer state that, “the more a social improvement relates to a company’s business, the more it leads to economic benefits as well” (2003, p. 32). In addition, research suggests that, if the public is made aware of a company’s philanthropic programs, it will be more loyal and less likely to switch to a competitor (Hall, 2006).

*Community Volunteering.* Volunteerism exists when a “corporation supports and encourages employees, retail partners, and/or franchise members to volunteer their time to support local community organizations and causes” (Kotler & Lee, 2005, p. 24). While

volunteer activities may be organized by the corporation, they are often chosen by employees, who receive support from the company by getting paid time off. According to Kotler and Lee, volunteering in the community, and corporate support to do this, is viewed by many as one of the most genuine and satisfying of all forms of CSR.

Kotler and Lee (2005) state that volunteer programs help build strong and enduring relationships with local communities, attract and retain satisfied and motivated employees, augment and leverage current involvement and investments in social initiatives, contribute to business goals, enhance corporate image, and provide opportunities to showcase products and services (p. 205). In addition, a good time to consider employee volunteerism is when current social initiatives would benefit from a volunteer component, when a group of employees express an interest in a specific cause, when a community need emerges, when technological advances make it easier to match employees to volunteer opportunities, when a strong community organization approaches a business, and when a volunteer effort might open new markets or provide opportunities (p. 202).

*Socially responsible business practices.* This form of CSR initiative occurs when “a corporation adopts and conducts discretionary business practices and investments that support social causes to improve community well-being and protect the environment” (Kotler & Lee, 2005, p. 24). According to Kotler and Lee, most initiatives related to socially responsible practices involve altering internal procedures and policies, like those related to product offerings, facility design, manufacturing, assembly, and employee support. An initiative can also be reflected in external reporting of consumer and investor information and demonstrated by making provisions for customer access and privacy.

Typical socially responsible activities include the following: 1) designing facilities to meet or exceed environmental and safety recommendations; 2) developing process improvements; 3) discontinuing product offerings that are considered harmful but not illegal; 4) selecting suppliers based on their willingness to adopt or maintain sustainable environmental practices; 5) choosing manufacturing and packaging materials that are the most environmentally friendly; 6) providing full disclosure of product materials and their origins and potential hazards; 7) developing programs to support employee well-being; 8) measuring, tracking, and reporting of accountable goals and actions; 9) establishing guidelines for marketing to children; 10) providing increased access for disabled populations; 11) protecting privacy of consumer information; and 12) making decisions regarding plant, outsourcing, and retail locations, and recognizing the economic impact of these decisions on communities.

CSR initiatives provide benefits to organizations and much-needed support to worthy causes (Porter & Kramer, 2003). Incorporating CSR initiatives with financial, marketing, and communication objectives can increase a company's visibility, enhance customer satisfaction, and lead to positive financial returns (Luo & Bhattacharya, 2006). Rochlin, Witter, Monaghan, and Murray (2005) state that "by building a business strategy that aligns social, environmental, and economic performance with long-term business value, corporate responsibility becomes part of core business and is tied to long-term value creation for both business and society (p. 8).

As Smith (2003) states, "Competing on price and corporate citizenship is smarter than competing on price alone" (p. 168). In order to achieve the price and corporate citizenship balance, "companies need to ensure their governance and performance

systems to support a strategically aligned approach with a process for managing dilemmas when trade offs have to be made between core strategy, social, environmental and economic performance” (Rochlin, Witter, Monagahn, & Murray, 2005, p. 8). Thus, in today’s business environment, it appears that companies are concerning themselves more and more with CSR practices and initiatives. Furthermore, when organizations begin to delve into CSR practices, they begin to form public relations strategies in order to communicate their new CSR practices. Thus, the following section examines the relationship between CSR and public relations.

### *Corporate Social Responsibility and Public Relations*

The public relations function, as well as corporate social responsibility initiatives seek to enhance an organization’s image. This study delves into current theory-driven research in public relations by examining the influence of CSR initiatives on beliefs, attitudes, and behavioral intentions. Therefore, this section discusses the relationship between CSR and public relations. Grunig and Hunt (1984) compared CSR and public relations by stating, “Public, or social responsibility has become a major reason for an organization to have a public relations function, and two-way symmetrical communication is the best means by which to evaluate social responsibility” (p. 48).

CSR and public relations are linked through corporate communication. David, Kline, and Dai (2005) state that, “consumers’ knowledge of CSR practices of an organization is a function of corporate communication activities, which is typically a public relations function” (p. 298). However, it appears that many companies are not communicating their CSR initiatives to the public even though the public is interested in issues concerning social responsibility. Dawkins (2004) elaborates on the lack of

communication about CSR initiatives, “Communication on corporate responsibility issues is not getting through to the majority of consumers although the indications are that consumers are interested in the issue, that it has the potential to influence their purchasing decisions, and most are pre-disposed to trust company information on this topic” (p. 116). Furthermore, Hall (2006) states awareness and communication of CSR initiatives strengthens the public’s relationship with the company by enhancing their perception of the company.

According to Dawkins (2004), CSR communication has not reached consumers because the general public has rarely been a primary target audience for specialized communication about CSR. However, there has been public interest in receiving information regarding companies’ social responsibilities. Therefore, organizations should consider communicating CSR initiatives to the public. Organizations should communicate CSR principles since the public is not actively seeking information regarding CSR (Dawkins, 2004). Incorporating CSR messages in more mainstream communications with a clear explanation of the relevance of the issue should be communicated to a target public. Some examples of mainstream communication are annual reports, one-to-one meetings with investors, and dialogue sessions with community groups.

Another form of mainstream communication is advertising. Philip Morris is an example of how a large corporation developed an advertising campaign to communicate its CSR activities. Philip Morris’ advertising campaign provided “familiarity and awareness in the collective consciousness of consumers and publics” as well as providing a significant effect on purchase intentions (David, Kline, & Dali, 2005, p. 296-297).

A campaign such as Philip Morris' anti-smoking campaign can have a positive effect on perceptions of corporate image, including purchase intention and on purchase behavior (David, Kline, & Dali, 2005). An organization seeking to use its CSR agenda for a public relations campaign is aiming to improve its image and reputation within the community. This strategy will help it "build more trust between itself and the immediate community" (Clark, 2000, p. 375). In addition, this strategy can also become helpful in a time of crisis since "an unfavorable relationship history or reputation might intensify the negatives generated by the crisis and lead stakeholders to discount the organization's interpretation of the crisis" (Coombs & Holladay, 2001, p. 324). Thus, creating a favorable relationship by communicating CSR initiatives can reduce the negative impacts a crisis might entail. Wipperfurth (2005) states that "by giving the overall impression that an organization respects its community, mishaps are more easily forgiven and forgotten" (p. 59).

The success of a public relations campaign focused on CSR issues "rests heavily on a corporation's ability to create in the public consciousness linkages between the CSR activities of an organization and its corporate image" (David, Kline, & Dai, 2005, p. 296). Customizing CSR messages to diverse viewpoints can provide these linkages. This will prove effective because information directed toward preferred channels of different stakeholders is crucial to effective communication. It is crucial considering "different stakeholder audiences have different expectations of companies, different informational needs, and they respond differently to the various communication channels available" (Dawkins, 2004, p. 109).

Corporations should begin tailoring their CSR messages to the various interests of consumers and stakeholders because, according to Dawkins (2004), many companies are not getting full credit for their responsible corporate behavior. Communication managers already “recognize the need to analyze multiple stakeholders to develop a sense of the needs and wants of those who are either critical to the corporation’s existence or capable of expressing a significant concern” (Clark, 2000, p. 374). Now it might be effective to do the same concerning CSR issues. Heath (1997) suggests, that an effective way to communicate CSR initiatives are activities to enhance ethical performance such as monitoring stakeholder opinion to appraise changing standards of social expectations, integrating issues management into strategic planning, updating codes of ethical conduct, and informing stakeholders about the achievement of standards.

Not only should an organization communicate its CSR initiatives to consumers and stakeholders, but to its employees as well. This is supported by Hax and Majuf (1996), who found that corporate identity and image influence not only customers and stakeholders, but also organizational members through increased organizational commitment and identification. Employees should be informed about their company’s CSR practices because “corporate responsibility has the potential to increase employee motivation and enhance their opinion of their employer (Dawkins, 2004, p. 118). This is noteworthy because employees communicate to various stakeholders and consumers when at work and when not at work. As supported by David, Kline, and Dai (2005), “Corporate identity is grounded in employees’ interactions as well as top management’s strategic presentation of corporate identity to external audiences, expressed through communication and behavior” (p. 292). In addition, “employees are a key potential

communication channel for companies' corporate responsibility, since they have a wide reach among other stakeholder groups and are considered as particularly credible information sources" (Dawkins, 2004, p. 118).

Communicating CSR activities to potential employees is also considered essential. This is so because "some companies say that pages on corporate responsibility are now among the top areas of their websites to be accessed by graduates when researching prospective careers" (Dawkins, 2004, p. 118). It appears that explaining an organization's CSR initiatives on the company's website could have an affect on the quality of candidates applying for a job at the organization.

Overall the literature on CSR suggests that communicating an organization's CSR agenda and accomplishments to its stakeholders can elevate its image in the community. This study posits that individuals will have more favorable benefits, attitudes, and behavioral intentions toward organizations that communicate their corporate social responsibility initiatives. Thus, a review of literature related to beliefs, attitudes, and behavioral intentions is warranted

#### *Beliefs, Attitudes, and Behavioral Intention*

The purpose of this study is to further current theory-driven research in public relations by examining the influence of CSR initiatives on beliefs, attitudes, and behavioral intentions, thus a review of literature related to beliefs, attitudes and behavioral intentions is relevant. The following section provides a general overview of the concepts of beliefs, attitudes, and behavioral intention through an examination of Fishbein and Ajzen's theory of reasoned action.

The term attitude is “derived from the Latin word aptus, which is also the root of the word aptitude, and indicates a state of preparedness or adaptation” (Erwin, 2001 p. 3). Attitudes have and serve several purposes. First, attitudes help us interpret our surroundings, guide our behavior in social situations, and organize our experiences into a personally meaningful whole (Erwin, 2001). Second, “attitudes usually have value and utility for the person who holds them, and they are often tied to a person’s ego or sense of identity” (Severin & Tankard, 2001, p. 152). Finally, “attitudes simply refer to whether or not we like something” (Severin & Tankard, 2001, p. 151).

A person’s attitude is established and changed through various means. There are many theories of how attitudes are established. “Some might argue that attitudes are learned and others might argue that attitudes are biologically inherited, but experience is the ultimate determinant of attitudes” (Erwin, 2001, p.5). In regards to changing attitudes Fishbein and Ajzen (1975) explain:

An attitude toward an object is determined by a person’s salient beliefs that the objects possesses certain attributes and by his/her evaluations of those attributes. Thus, attitudes can be changed by changing one or more of the existing salient beliefs, by introducing new salient beliefs, or by changing the person’s evaluations of the attributes (p. 396).

For example, if a person believes that a corporation is unethical, that belief must be replaced with a belief that the corporation is benefiting the community in order to change a person’s attitude about the corporation. Through delivered messages, attitudes can be changed if the message receiver is paying attention, understands the message, and accepts the message (Fishbein & Ajzen, 1975).

This is relevant when attempting to understand and change people’s attitudes toward a consumer product since actions and behaviors are preceded by attitudes

(Severin & Tankard, 2001). For example, “a man who has a favorable attitude toward a candidate is likely to vote for the candidate, a woman who opposes abortion is not likely to get an abortion, and a music fan who likes U2 will probably buy the group’s records” (Severin & Tankard, 2001, p. 151).

The concept of beliefs, attitude, and behavioral intention are the underlining foundation for Fishbein and Ajzen’s theory of reasoned action.

#### *Ajzen’s and Fishbein’s Theory of Reasoned Action*

Icek Ajzen and Martin Fishbein have together and independently researched and written about attitudes and behaviors since the early 70s (Fishbein & Ajzen, 1975, 1980, 2005). In 1975, Fishbein and Ajzen published *Belief, Attitude, Intention, and Behavior: An Introduction to Theory and Research*, laying the theory of reasoned action as a framework for understanding behavior (Fishbein & Ajzen, 1975). Then in 1980, they published *Understanding Attitudes and Predicting Social Behavior*, which further developed and demonstrated the efficacy of the theory of reasoned action (Fishbein & Ajzen, 1980).

The theory of reasoned action provides a model for measuring people’s beliefs, attitudes, and intentions toward a behavior in order to predict their actual behavior (Fishbein & Ajzen, 1975, 2005; Ajzen & Fishbein, 1980). The theory specifies that: (1) behavior is determined by intention to engage in behavior, (2) intention is determined by attitude toward the behavior and subjective norm, (3) attitude is determined by behavioral beliefs and evaluations of the salient outcomes, and (4) subjective norm is determined by normative beliefs and motivation to comply with the salient referents (Fishbein & Ajzen, 1975, 2005). The theory assumes that attitude and behavior are related because humans

are rational beings who systematically process the information available to them in a reasonable way to arrive at a behavioral decision (Fishbein, 1980). In most cases, people act consistently with their stated attitude (Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1980).

According to the theory, the immediate determinant of a person's overt behavior is the person's intention to perform the behavior. "The theory holds that the best predictor of volitional behavior is intention, and that intention is driven by two factors: attitude toward the behavior and the subjective norm" (Booth-Butterfield & Reger, 2004, p. 583). Behavioral intention is a function of an individual's attitude toward the behavior and an individual's subjective norm with respect to the behavior (Petty & Cacioppo, 1996). Attitude toward behavior is simply an individual's positive or negative evaluation of performing the behavior. It refers to the person's summary judgment that performing the behavior is favorable or unfavorable (Fishbein & Ajzen, 1975, 2005; Ajzen & Fishbein, 1980). A person's attitude about a behavior is a function of his or her salient beliefs about performing the behavior, including the likely consequences of the behavior and the evaluation of those consequences (Petty & Cacioppo, 1996).

Subjective norm refers to an individual's perceptions of the social pressures related to the performance of a behavior. Specifically, subjective norm is a function of an individual's perception that particular referents think the behavior should or should not be performed and the person's motivation to comply with these referents (Ajzen & Fishbein, 1980). Generally, people will perform behaviors they find favorable and popular with others and will refrain from behaviors they regard as unfavorable and unpopular with others (Petty & Cacioppo, 1996).

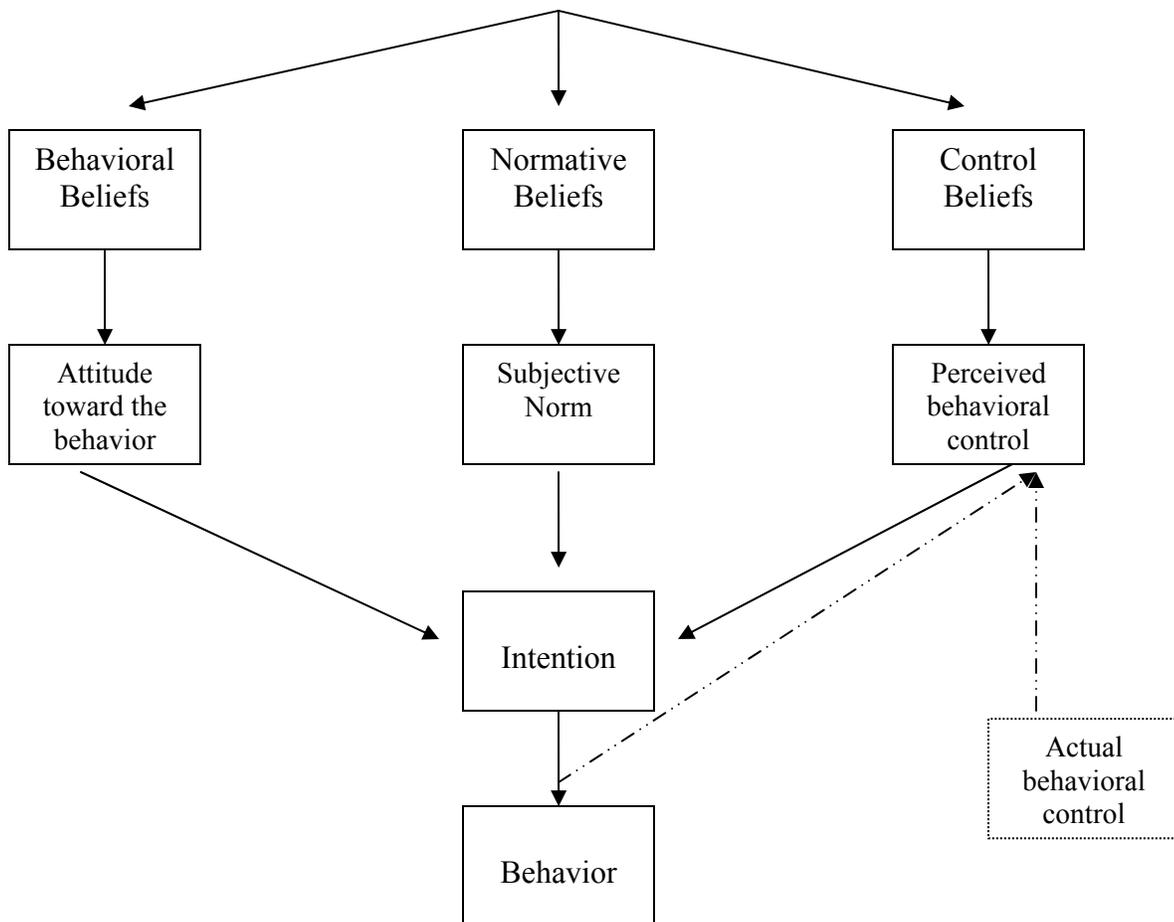
Studies testing the theory of reasoned action have provided support for its ability to account for intentions and behavior in diverse areas, from birth control (Crawford & Boyer, 1985) to use of natural resources (Fulton, Manfreda, & Lipscomb, 1996). In reviews of the substantial research on the theory, Fishbein and Ajzen found that intentions to engage in volitional acts were usually well predicted by the combination of attitude toward the behavior and subjective norm. Sheppard, Hartwick, and Warshaw (1988) conducted a meta-analysis of 87 estimates of the predictability of intention and behavior. They reported a mean  $R$  of .66 for the prediction of intention from attitude and subjective norm. For the relation between intention and behavior, they reported a mean  $r$  of .53. Similarly, Van den Putte's (1991) meta-analysis of 113 studies indicated a mean  $R$  of .68 for predicting intention from attitude and subjective norm and a mean  $r$  of .62 for predicting behavior from intention. Van den Putte also reported mean correlations of .53 for the relation between attitudes and behavioral beliefs and .53 for the relation between subjective norms and normative beliefs. In addition, findings indicated that the relation between intention and attitude was stronger than the relation between intention and subjective norm.

Proponents of the theory of reasoned action claim it provides a complete theory of voluntary behavior in the sense that no other variables influence behavior, except through their impact on beliefs (Erwin, 2001). Thus, no separate measures are needed for external variables. According to Fishbein and Ajzen (1975), traditional measures such as attitudes toward targets (people and/or institutions) affect behavior only through the more proximal determinants of behavior specified by the model. A model of the theory of reasoned action is provided in Figure 1.

FIGURE 1

Fishbein and Ajzen's Theory of Reasoned Action  
(Ajzen and Fishbein, 2005, p. 194)

Background Factors						
Behavioral:	Personality Mood; Emotion Intelligence	Values Experience Stereotypes	Normative:	Education Age, Gender Income	Religion Race Culture	Control: Knowledge Media Intervention



Despite the efficiency of the theory of reasoned action, there are many circumstances that prevent behavioral intention from leading to actual behavior. “An important limitation of the theory of reasoned action is that it does not apply to other, more spontaneous behaviors such as emotional outbursts, well-learned automatic skills, habitual behaviors, and the like” (Erwin, 2001, p. 119). “In terms of the relationships between behavior and behavioral intentions, two factors seem to be extremely important: the time gap between the expression of the behavioral intention, the actual behavior, and the specificity with which the behavioral intention and actual behavior are expressed” (Erwin, 2001, p. 113). For that reason, “the sooner a behavioral intention is acted on, the more likely it is to be predictive of actual behavior” (Erwin, 2001, p. 113).

Although there might be limitations inherent in Ajzen and Fishbien’s theory of reasoned action, their approach does cover deliberate, rationally chosen behaviors (Erwin, 2001). As a consequence, it can be utilized to alter one’s attitude towards a product, which might in turn alter an individual’s behavior. As Erwin (2001) stated, “We can potentially change someone’s attitude through changing the strength of their belief or through its associated evaluation or both of these components” (p. 116). This could be through changing their beliefs about an act, or by changing how they evaluate these beliefs.

The researchers noted, however, that a number of conditions will affect the predictive power of the reasoned action model. Most importantly, the level of specificity between behavior and intention must be correlated as closely as possible in action, target, context, and time. In application, the measures regarding beliefs, attitudes, and intentions must be similarly worded in terms of these factors. In addition, it is important to note that

the complete model does not have to be used for its individual predictions to be supported.

### *Purpose and Hypotheses*

The purpose of this study is to further current theory-driven research in public relations by examining the influence of corporate social responsibility initiatives on beliefs, attitudes, and behavioral intention. Specifically, CSR initiatives identified by Kotler and Lee (2005) were tested using Fishbein and Ajzen's (1975, 2005) theory of reasoned action to determine their influence on individuals' beliefs, attitudes, and behavioral intention toward a consumer organization and its products.

The theory of reasoned action posits that attitude is predicted by salient beliefs. In addition, the theory states that attitude predicts behavioral intention. To examine the predictions of the theory of reasoned action, the following hypotheses were tested:

H1: Salient beliefs predict attitudes.

H2: Attitudes predict behavioral intention.

This study posits that CSR initiatives influence beliefs, attitudes and behavioral intentions of individuals toward an organization and its products. To examine these predictions, the following hypotheses were tested:

H3: CSR initiatives influence salient beliefs.

H4: CSR initiatives influence attitudes.

H5: CSR initiatives influence behavioral intention.

## CHAPTER 3: METHODOLOGY

To test these hypotheses, a controlled experiment was conducted using stimulus material based on a real organization engaging in corporate social responsibility initiatives. Specifically, Starbucks Coffee Company was used as the target organization in this experiment because it has built a strong CSR campaign utilizing a variety of CSR initiatives, and the researcher sought to replicate reality as closely as possible in this study.

According to Starbucks' Web site, "Contributing positively to our communities and environment is so important to Starbucks that it's a guiding principle of our mission statement. We jointly fulfill this commitment with partners (employees), at all levels of the company, by getting involved together to help build stronger communities and conserve natural resources" (<http://www.starbucks.com/aboutus/csr.asp>). As a result of its CSR initiatives, Starbucks is viewed as a global CSR leader (Benioff & Southwick, 2004). Since 2001, it has produced an annual CSR report in addition to its annual fiscal report. The manipulations used in this experiment were based on actual messages contained in Starbucks' 2005 CSR report; however, the text was slightly adapted to fit the needs of this study.

### *Research Participants*

Research participants were recruited from a population of undergraduate students enrolled in an introductory mass communication class at a large southeastern university. Students were asked to voluntarily participate in the experiment. The responses of 309 participants were included in data analysis. Of these participants, 114 (36.9%) were male and 195 (63.1%) were female. The average age of participants was 20.

### *Procedures*

The research session was held in a large classroom on campus. After arriving at the classroom, each participant was randomly assigned to one of six different conditions resulting from a 1x6 factorial. Variation in conditions was achieved through the use of booklets containing instructions, stimulus materials, and an instrument designed to measure the variables of interest.

### *Stimulus Material*

To achieve a 1x6 factorial, five treatment conditions and one control condition were created. Participants in the five treatments were exposed to one of five different messages from Starbucks. Four Starbucks CSR messages were adapted from Starbucks' 2005 CSR report to reflect four CSR initiatives identified by Kotler and Lee (2005). The CSR initiatives examined in this study included cause promotion, cause-related marketing, corporate philanthropy, and community volunteerism. The researchers chose to omit corporate social marketing from analysis due to its close association with cause-related marketing. In addition, the CSR initiative of socially responsible business practices was not included in this study due to its focus on internal policies and procedures.

A fifth Starbucks message unrelated to CSR was created to control for CSR initiative type. Each of the five treatment conditions was printed in black-and-white on an 8.5x11 page, featured an identical Starbucks logo, an equally sized story-related picture, and an equally sized pull quote. Each of the five treatments contained 24-29 lines of text.

The instructions asked participants to spend approximately 90 seconds reading the message text.

A sixth condition that contained no Starbucks CSR message was created as an overall control condition. This condition was created to control for any pre-existing beliefs, attitudes, and behavioral intentions that exist toward Starbucks. All six conditions contained the same self-administered instrument used to measure the variables of interest.

### *Measures*

CSR initiative type was manipulated by creating five messages from Starbucks. The text of each manipulation is contained in Table 1 and the exact articles are shown in Appendix A.

After viewing the CSR initiative messages, participants were asked to complete an instrument containing 21 items that measured their beliefs, attitudes, and behavioral intention toward Starbucks. Specifically, scales were created to measure the following variables: 1) salient beliefs (about Starbucks and its products); 2) attitudes (toward Starbucks and Starbucks' products); and 3) behavioral intention (to buy products from Starbucks). The instrument is shown in Appendix B.

Separate measures were created to measure beliefs about Starbucks' social responsibility and beliefs about Starbucks' source credibility. To measure beliefs about Starbucks' social responsibility, a Likert-type scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*) was used to measure the following six items: 1) I believe Starbucks engages in ethical business practices; 2) I believe that Starbucks is a good organization to work for; 3) I believe that Starbucks is not a socially responsible organization (reversed); 4) I believe that Starbucks positively contributes to the community; 5) I believe that

Table 1

Corporate Social Responsibility Treatments

CSR Initiative Type	Headline	Message Text	Pull Quote
Cause Promotion	Starbucks Supports the Earth Day Network (EDN) in Encouraging Environmental Citizenship Year-Round	<p>For the past four years Starbucks has supported and worked together with the Earth Day Network (EDN), an organization that was founded by the organizers of Earth Day to encourage environmental citizenship year-round. In 2005, Starbucks' collaboration included featuring environmental messages on Starbucks' cup sleeves during the month of April. The messages encourage environmental protection and suggest simple choices we can make create a more sustainable world. The Starbucks Foundation also provided financial support to EDN.</p> <p>Starbucks promotes Earth Day activities with in-store messages and volunteer opportunities to educate partners (employees) and customers about the impacts their actions have on the environment. This steers environmental awareness around the world. Through EDN, activists connect, interact, and impact their communities, and create positive change in local, national, and global policies.</p> <p>Additionally, in recognition of Earth Day 2005, Starbucks provided financial support to 42 environmental organizations across North American. Approximately 12,000 partners and customers, including nearly 900 partners in Japan, got involved in Earth-Day volunteer projects.</p> <p>Visit Earth Day Network, <a href="http://www.earthday.net">www.earthday.net</a>, to find out how you can volunteer on Earth Day. Then, for more information about how Starbucks contributes and promotes Earth Day Network, go to <a href="http://www.starbucks.com/csr">www.starbucks.com/csr</a>.</p>	Starbucks' collaboration included featuring environmental messages on Starbucks' cup sleeves.

Table 1 (cont.)

Corporate Social Responsibility Treatments

CSR Initiative Type	Headline	Message Text	Pull Quote
Cause-Related Marketing	Starbucks' Hear Music Donates Proceeds to Assist in Hurricane Katrina Recovery Efforts	<p>Founded in 1990, and acquired by Starbucks in 1999, Hear Music is the Sound of Starbucks. Starbucks is dedicated to creating a new and convenient way for consumers to discover, experience and acquire all genres of great music through its unique curatorial voice, CD compilations, music programming for Starbucks retail stores worldwide and its innovative collaborations with artists and music labels to produce, market and distribute great music.</p> <p>Starbucks has a history of collaborating with artists and the music industry to give back to communities through cause-related marketing efforts. For example, in response to the tremendous devastation caused by Hurricane Katrina, Starbucks and two record labels, Work Song and Rhino Records, who earlier teamed up to release the <i>I Believe to My Soul</i> CD, for recovery efforts. The album was not initially conceived as a benefit, but after Hurricane Katrina a decision was made to donate proceeds from CD sales to victims of the storm, including those in New Orleans, the home of Irma Thomas and Allen Toussaint.</p> <p>Starbucks committed to donate to the Red Cross \$10 of the purchase price of every <i>I Believe to My Soul</i> CD sold in Starbucks company-operated stores in the U.S. and Canada. In other retail channels, \$3 of the purchase price of every CD sold will be donated to these efforts. This donation will continue for the lifetime of the CD.</p> <p>For more information about how Starbucks responded to Hurricane Katrina, go to <a href="http://www.starbucks.com/csr">www.starbucks.com/csr</a>.</p>	Starbucks has a history of collaborating with artists and the music industry to give back to communities.

Table 1 (cont.)

Corporate Social Responsibility Treatments

CSR Initiative Type	Headline	Message Text	Pull Quote
Corporate Philanthropy	Starbucks Lends a Helping Hand After Hurricane Stan Takes Its Toll on Central American Coffee Farms	<p>Over the years, Starbucks has created and maintained a deep connection with the people and families who care for and nurture the coffee plants that, year after year, yield the precious coffee beans we buy, roast, serve and sell in our stores.</p> <p>Last October, when we learned of the devastating effects of Hurricane Stan in southwest Mexico and northwest Guatemala, our concerns escalated rapidly. As we have journeyed long and far with many coffee farmers and their families in these regions, our decision to act came with no hesitation. A dedicated group of partners from Starbucks Support Center (SSC) in Seattle, Starbucks Coffee Agronomy Company (the “Farmer Support Center”) in Costa Rica and Starbucks Coffee Trading Company (SCTC) in Switzerland traveled to Chiapas, Mexico, and regions throughout Guatemala and El Salvador to meet with our business partners in these countries to understand, firsthand, the devastation and how Starbucks might help with recovery and restoration.</p> <p>After our visits, our teams came together in Guatemala City to put together our findings and report them to Starbucks Board of Directors and CEO Jim Donald. The response was fast and appropriate, given the seriousness of the situation: \$1 million dollars was allocated to alleviate the most urgent needs of reconstruction in Mexico, Guatemala and El Salvador. Reconstruction efforts are currently underway in the communities affected by the hurricane, and the coffee producers are once more showing the strong core and resilience that has helped them to overcome this kind of hardship in the past and will keep them strong well into the future</p> <p>For more information about how Starbucks responded to Hurricane Stan go to <a href="http://www.starbucks.com/csr">www.starbucks.com/csr</a>.</p>	\$1 million dollars was allocated to alleviate the most urgent needs of reconstruction in Mexico, Guatemala and El Salvador.

Table 1 (cont.)

Corporate Social Responsibility Treatments

CSR Initiative Type	Headline	Message Text	Pull Quote
Volunteerism	Starbucks Partners Give back	<p>Building Community: Starbucks is proud that so many partners at all levels of the company actively support neighborhood organizations that are important to them through volunteering or charitable giving. Whether it's schools, parks and churches, or being involved in Earth Day clean-ups and walk-a-thons, Starbucks partners are making a difference in their communities.</p> <p>Make Your Mark: Starbucks believes volunteerism is vital to a healthy community. With that in mind, we created Make Your Mark, a program that matches our partners' and customers' volunteer hours with cash contributions to designated nonprofits—\$10 for every hour, up to \$1,000.</p> <p>Caring Unities Partners Fund: The spirit of helping others can be seen every day at Starbucks through the Caring Unities Partners (CUP) Fund, a program dedicated to supporting fellow partners in need. Funded by partners through voluntary payroll deductions and fundraisers, the CUP Fund provides financial relief to partners facing emergency situations.</p> <p>Executive Community Leadership Program: Starbucks believes our senior executives can set great examples for other partners while lending their management expertise to non-profit organizations by becoming board members. Our Executive Community Leadership Program facilitates and supports Starbucks executives' service on non-Profit boards such as Atlanta's Children's Theater, American SCORES, Conservation International, JumpStart and The Seattle Parks Foundation.</p> <p>Choose to Give: We believe charitable giving is a personal decision. Respecting this, Starbucks designed Choose to Give, a flexible workplace giving program that matches each partner's charitable contributions, up to \$1000 annually.</p> <p>For more information on Starbucks volunteer programs, visit <a href="http://www.starbucks.com/csr">www.starbucks.com/csr</a>.</p>	Starbucks believes volunteerism is vital to a healthy community.

Table 1 (cont.)

Corporate Social Responsibility Treatments

CSR Initiative Type	Headline	Message Text	Pull Quote
Treatment Control	Line Extensions for Highly Successful Bottled Frappuccino and Starbucks DoubleShot	<p>Starbucks Coffee Company (Nasdaq; SBUX) today announced the launch of its new ready-to-drink coffee drink, Starbucks Iced Coffee, in the U.S. through the North American Coffee Partnership, a joint venture with Pepsi-Cola Company. With the introduction of Starbucks Iced Coffee, the North American Coffee Partnership is creating a new coffee refreshments segment within the more than \$800 million overall ready-to-drink coffee category in the U.S.</p> <p>Starbucks Iced Coffee is a refreshing, cold coffee drink made with Starbucks Italian Roast coffee and just a touch of milk sweetness, offering the great tasting high-quality coffee customers expect from Starbucks. This new beverage is a will appeal to Starbucks coffee lovers. Starbucks Iced Coffee will be available in Starbucks coffee lovers. Starbucks Iced Coffee will be available in Starbucks Company-operated retail stores in the U.S. beginning late March 2006. Additionally, grocery and convenience stores nationally in the U.S. will carry regular and light varieties of Starbucks Iced Coffee beginning May 2006.</p> <p>Coffee Partnerships looked to trends and customer preferences within the overall coffee category. According to the National Coffee Drinking Trends report, published by the National Coffee Association of the U.S.A., the majority of customers want a Coffee beverage with a simple, high-quality, full coffee flavor and light dairy and sweetness, which until now has been largely unavailable in the U.S. The launch of Starbucks Iced Coffee creates a new coffee refreshment segment of the ready-to-drink coffee category and features the same high-quality coffee available in Starbucks retail stores and coffee-related products globally.</p> <p>“Opportunities for Starbucks to introduce innovative and exciting ready-to-drink products to our customers allow us to extend the Starbucks Experience to them any place and anytime they choose,” said Gerry Lopez, president, Starbucks Global Consumer Products.</p>	This new beverage will appeal to Starbucks coffee lovers.

Starbucks is a bad corporate citizen (reversed); and 6) I believe that communities are negatively impacted by Starbucks (reversed).

Five items were used to measure beliefs about Starbucks' source credibility. A Likert-type scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*) was used to measure the following two items: 1) I believe that messages from Starbucks are credible; 2) I do not trust messages from Starbucks (reversed). In addition, a scale was included using three 7-point semantic differential-type items. The statement, "I consider messages from Starbucks to be," was rated on scales anchored by *balanced/unbalanced*, *credible/not credible*, and *trustworthy/not trustworthy*.

Separate measures were created to measure attitude toward Starbucks and attitude toward Starbucks' products. First, four items were included to measure attitudes towards Starbucks. A scale was created using three 7-point semantic differential-type items. The statement, "My attitude toward the Starbucks organization is," was rated on scales anchored by *positive/negative*, *good/bad*, and *favorable/unfavorable*. In addition, a Likert-type item ranging from 1 (*strongly disagree*) to 7 (*strongly agree*) was included that read, "I like Starbucks." Next, three items were created to measure attitude towards Starbucks' products. A scale was included using three 7-point semantic differential-type items. The statement, "My attitude toward Starbucks' products is," was rated on scales anchored by *positive/negative*, *good/bad*, and *favorable/unfavorable*.

Behavioral intention was measured by combining the scores from two intent items and a magnitude item. The statement, "I intend to purchase a beverage or other product from Starbucks during the next month," was rated on a 7-point semantic differential-type scale anchored by *likely/unlikely*. In addition, the statement, "I plan to drink Starbucks

coffee during the next month,” was rated on a 7-point semantic differential-type scale anchored by *never/frequently*. Participants also rated the extent to which they intended to purchase products from Starbucks during the next month on a 5-point magnitude measure ranging from *never* to *10 or more times*.

In addition to the variables outlined above, participants were asked to provide demographic information. Variables of interest included gender, age, and area of academic study.

#### *Problems with this Methodology*

Prior to hypothesis testing, a manipulation check was conducted to assess the degree to which the CSR treatments agreed with the definitions presented by Kotler and Lee’s (2005). An instrument was developed and administered to 58 students in an introductory mass communications class. Participants received a questionnaire designed to test the comprehensibility of the CSR messages and the degree of agreement between the CSR initiative type and its corresponding definition. The manipulation check employed a simplistic design in which respondents were asked to read the CSR message and select the definition of the CSR initiative it reflected. The results of the manipulation check are shown in Table 2.

The manipulation check indicated mixed support for the manipulation of CSR initiative type. Overall, the manipulations for cause promotion and corporate volunteering were the most successful, showing high percentages of agreement between the CSR treatment and CSR definition. The findings for the cause-related marketing and corporate philanthropy treatments were not as encouraging. These findings may have been the result of the timing of the administration of the manipulation check. The questionnaires

were passed out during the end of class when students were in a hurry to complete the questionnaire and leave. Therefore, participants may not have allocated sufficient time to read the articles and make an accurate assessment of agreement between the article and the definition. Despite the mixed findings for the manipulation check, the decision was made to continue the experiment in order to gain a greater understanding of the effects of CSR initiatives for future research.

Table 2  
 Manipulation Check for Corporate Social Responsibility Treatments

CSR Treatment	CSR Definition			
	Cause Promotion	Cause-related Marketing	Corporate Philanthropy	Corporate Volunteering
Cause Promotion	33	4	10	10
Cause-related Marketing	12	24	19	3
Corporate Philanthropy	10	21	23	8
Corporate Volunteering	3	9	6	36

## CHAPTER 4: RESULTS

Data were analyzed using SPSS 14.0 for Windows. An alpha level of .05 was required for significance in all statistical analysis. Statistical procedures used to test the hypotheses included linear regression analysis and ANOVA.

### *Data Analysis*

Prior to hypothesis testing, the internal consistency of the multiple-item scales used to measure the variables of interest was assessed using Cronbach's alpha. According to Carmines and Zeller (1979), reliability alphas should not fall below .80 for widely-used scales. Berman (2002) stated that alpha values between .80 and 1.00 indicate high reliability.

The six-item scale used to measure salient beliefs about Starbucks' social responsibility yielded a coefficient alpha of .85. The five-item scale used to measure salient beliefs about Starbucks' source credibility produced a coefficient alpha of .92. The dimensionality of the separate measures created to measure attitudes toward Starbucks and attitudes toward Starbuck products was analyzed using maximum likelihood factor analysis. Only a single component was extracted. Thus, the four-item attitudes toward Starbucks scale and the three-item attitudes toward Starbucks' products scale were combined to produce a single attitude measure. This seven-item attitude measure yielded a coefficient alpha of .95. The standardized scores for the three-item behavioral intention scale yielded a coefficient alpha of .89. These results indicate that the scales used to test the variables of interest had strong internal consistency.

### *Tests of Hypotheses*

To test H1, linear regression analysis was conducted to evaluate how well salient beliefs predict attitudes toward Starbucks. The collapsed attitude measure, the dependent variable, was regressed on the measures of salient beliefs about Starbucks' social responsibility and salient beliefs about Starbucks' source credibility. The results are shown in Table 3. The analysis produced a model containing both belief measures. These two measures accounted for 61% of the variance in attitudes toward Starbucks,  $R^2=.61$ ,  $\text{Adj. } R^2=.61$ ,  $F(2,294)=233.208$ ,  $p=.000$ . Specifically, salient beliefs about Starbucks' source credibility produced the strongest unique item variance,  $\beta=.567$ ,  $t(295)=8.577$ ,  $p=.000$ ; however, salient beliefs about Starbucks' social responsibility also functioned as a significant predictor of attitudes toward Starbucks,  $\beta=.245$ ,  $t(295)=3.706$ ,  $p=.000$ . These results support H1 and indicate that salient beliefs about Starbucks' source credibility were a slightly better predictor of attitudes toward Starbucks than salient beliefs about Starbucks' social responsibility.

Table 3

Regression Model for Salient Beliefs Predicting Attitudes

<i>Variable</i>	<i>B</i>	<i>SE B</i>	$\beta$
Source Credibility Beliefs	.643	.075	.567
Social Responsibility Beliefs	.315	.085	.245

To test H2, linear regression analysis was conducted to evaluate how well attitude toward Starbucks predicts behavioral intention toward Starbucks. The behavioral intention measure, the dependent variable, was regressed on the measure of attitudes

toward Starbucks. The results are shown in Table 4. Findings indicate that the attitude toward Starbucks measure accounted for 35% of the variance in behavioral intention toward Starbucks,  $R^2=.36$ ,  $\text{Adj. } R^2=.35$ ,  $F(1,300)=169.151$ ,  $p=.000$ . The attitude toward Starbucks measure was a positive predictor of behavioral intention toward Starbucks,  $\beta=.600$ ,  $t(299)=13.006$ ,  $p=.000$ . These results support H2.

Table 4  
Regression Model for Attitude Predicting Behavioral Intentions

<i>Variable</i>	<i>B</i>	<i>SE B</i>	$\beta$
Attitude toward Starbucks	.408	.031	.600

Prior to testing H3, H4, and H5, a series of one-way ANOVAs were performed to determine if difference in means existed for any of the 21 belief, attitude, and behavioral intention items across the six CSR manipulations. Only two of the 21 items produced significant results. One item measuring beliefs about Starbucks' social responsibility was significant,  $F(5,300)=4.909$ ,  $p=.000$ , partial  $\eta^2=.076$ , and one item measuring beliefs about Starbucks' source credibility was significant,  $F(5,301)=2.320$ ,  $p=.043$ , partial  $\eta^2=.037$ . Results of these one-way ANOVAs are shown in Table 5. A Levene's test for homogeneity of variance was not significant for either belief item, so the LSD post hoc procedure was used to examine specific difference between CSR manipulations. The post hoc analysis produced significant differences in treatment pairs. The results of these tests are shown in Table 6 and Table 7.

Table 5

## One-Way Analysis of Variance for Salient Belief, Attitude, and Behavioral Intention

## Measures Across Corporate Social Responsibility Initiative Type

<i>Variable</i>	<i>Treatment</i>	<i>M</i>	<i>SD</i>	<i>df</i>	<i>F</i>	<i>p</i>	$\eta^2$
I believe that Starbucks positively contributes to the community.	Cause Promotion	4.78	1.11	5, 300	4.90	.000	.08
	Cause-Related Marketing	5.25	1.33				
	Corporate Philanthropy	4.70	1.55				
	Corporate Volunteering	4.54	1.45				
	CSR Treatment Control	4.00	1.46				
	Overall Control	4.33	1.49				
I consider messages from Starbucks to be trustworthy.	Cause Promotion	5.08	1.18	5, 301	2.32	.043	.04
	Cause-Related Marketing	5.30	1.24				
	Corporate Philanthropy	5.16	1.37				
	Corporate Volunteering	4.91	1.62				
	CSR Treatment Control	4.86	1.44				
	Overall Control	4.30	1.44				

Post hoc comparisons for the item measuring salient beliefs toward Starbucks' social responsibility indicate that the mean for the cause-related marketing treatment was significantly different from all of the other treatments, except cause promotion. In addition, the treatment control mean was significantly different from all of the CSR treatment. Post hoc comparisons for the item measuring salient beliefs toward Starbucks' source credibility indicated that the mean for the overall control was significantly different from the means for cause promotion, cause-related marketing, and corporate philanthropy.

Table 6

Post Hoc Comparisons for “I believe that Starbucks positively contributes to the community” Across Corporate Social Responsibility Initiative Type

(I) CSR Initiative Type	(J) CSR Initiative Type	Mean Difference (I-J)	Sig.
Cause Promotion	Cause-related Marketing	-.47	.065
	Corporate Philanthropy	.08	.772
	Corporate Volunteering	.24	.349
	Treatment Control	.78(*)	.004
	Overall Control	.45	.169
Cause-related Marketing	Cause Promotion	.47	.065
	Corporate Philanthropy	.55(*)	.037
	Corporate Volunteering	.72(*)	.006
	Treatment Control	1.25(*)	.000
	Overall Control	.92(*)	.005
Corporate Philanthropy	Cause Promotion	-.08	.772
	Cause-related Marketing	-.55(*)	.037
	Corporate Volunteering	.17	.528
	Treatment Control	.70(*)	.010
	Overall Control	.37	.260
Corporate Volunteering	Cause Promotion	-.24	.349
	Cause-related Marketing	-.72(*)	.006
	Corporate Philanthropy	-.17	.528
	Treatment Control	.54(*)	.048
	Overall Control	.20	.536
Treatment Control	Cause Promotion	-.78(*)	.004
	Cause-related Marketing	-1.25(*)	.000
	Corporate Philanthropy	-.70(*)	.010
	Corporate Volunteering	-.54(*)	.048
	Overall Control	-.33	.316
Overall Control	Cause Promotion	-.45	.169
	Cause-related Marketing	-.92(*)	.005
	Corporate Philanthropy	-.37	.260
	Corporate Volunteering	-.20	.536
	Treatment Control	.33	.316

Based on observed means.

\* The mean difference is significant at the .05 level.

Table 7

Post Hoc Comparisons for “I consider message from Starbucks to be trustworthy”  
Across Corporate Social Responsibility Initiative Type

(I) CSR Initiative Type	(J) CSR Initiative Type	Mean Difference (I-J)	Sig.
Overall Control	Cause Promotion	-.788(*)	.014
	Cause-related Marketing	-1.004 (*)	.002
	Corporate Philanthropy	-.867(*)	.008
	Corporate Volunteering	-.613	.060
	Treatment Control	-.566	.086

Based on observed means.

\* The mean difference is significant at the .05 level.

To test H3, two univariate ANOVAs were conducted to determine if CSR initiatives influence salient beliefs toward Starbucks. In the first ANOVA, the dependent variable was the collapsed measure of salient beliefs about Starbucks’ social responsibility and the independent variable was CSR treatment type with six levels. The strength of relationship between the CSR treatments and salient beliefs about Starbucks’ social responsibility was weak, but significant, with treatment type accounting for about 4% of the variance in beliefs about Starbucks’ social responsibility,  $F(5,298)=2.283$ ,  $p=.046$ , partial  $\eta^2=.037$ .

Results indicate that the cause-related marketing treatment ( $M=5.2599$ ,  $SD=1.00443$ ) produced the highest mean among the six treatment types. This was followed by the corporate philanthropy ( $M=5.1358$ ,  $SD=1.02437$ ) and cause promotion ( $M=5.1045$ ,  $SD=0.88889$ ) treatments. The corporate volunteering treatment produced the lowest mean among the CSR treatments ( $M=4.9228$ ,  $SD=1.17705$ ). The CSR treatment

control ( $M=4.7908$ ,  $SD=0.94507$ ) and the overall control ( $M=4.6173$ ,  $SD=1.20080$ ) produced the lowest means among the six treatment types.

In the second ANOVA testing H3, the dependent variable was the collapsed measure of salient beliefs about Starbucks' source credibility and the independent variable was CSR treatment type with six levels. The relationship between the CSR treatments and salient beliefs about Starbucks' social responsibility was not significant,  $F(5,299)=1.669$ ,  $p=.142$ , partial  $\eta^2=.027$ .

Results indicate that the cause-related marketing treatment ( $M=5.1700$ ,  $SD=1.11740$ ) produced the highest mean among the six treatment types. This was followed by the corporate philanthropy ( $M=5.1000$ ,  $SD=1.15497$ ) and cause promotion ( $M=5.0000$ ,  $SD=0.98191$ ) treatments. The corporate volunteering treatment produced the lowest mean among the CSR treatments ( $M=4.8655$ ,  $SD=1.38139$ ), and this mean was also slightly lower than the CSR treatment control ( $M=4.8880$ ,  $SD=1.19670$ ). The overall control ( $M=4.4444$ ,  $SD=1.34088$ ) produced the lowest means among the six treatment types.

These results provide mixed support for H3. Specifically, the CSR initiative types appear to have a significant influence on beliefs related to Starbucks' social responsibility; however, they do not seem to have an influence in beliefs related to Starbucks' source credibility.

To test H4, a univariate ANOVA were conducted to determine if CSR initiatives influence attitudes toward Starbucks. The dependent variable was the collapsed measure of attitude toward and the independent variable was CSR treatment type with six levels. The strength of relationship between the CSR treatments and attitudes toward Starbucks

was not significant,  $F(5,296)=1.753$ ,  $p=.122$ , partial  $\eta^2=.029$ . Results indicate that the corporate philanthropy treatment ( $M=5.6857$ ,  $SD=1.26120$ ) produced the highest mean among the six treatment types. This was followed by the cause-related marketing ( $M=5.5833$ ,  $SD=1.29824$ ) and cause promotion ( $M=5.5612$ ,  $SD=1.21336$ ) treatments. The corporate volunteering treatment produced the lowest mean among the CSR treatments ( $M=5.2727$ ,  $SD=1.40140$ ). The CSR treatment control ( $M=5.2245$ ,  $SD=1.26404$ ) and the overall control ( $M=4.9524$ ,  $SD=1.71245$ ) produced the lowest means among the six treatment types. The results of the univariate ANOVA do not support H4; therefore, it is rejected.

To test H5, a univariate ANOVA was conducted to determine if CSR initiatives influence behavioral intention toward Starbucks. The dependent variable was the standardized measure of behavioral intention and the independent variable was CSR treatment type with six levels. The strength of relationship between the CSR treatments and behavioral intention toward Starbucks was not significant,  $F(5,303)=.649$ ,  $p=.662$ , partial  $\eta^2=.011$ .

Results indicate that the corporate philanthropy treatment (standardized  $M=0.1689$ ,  $SD=0.93036$ ) produced the highest mean among the six treatment types. This was followed by the cause promotion (standardized  $M=0.0563$ ,  $SD=0.89792$ ) treatment. Interestingly, the overall control treatment had the third highest mean among the treatments (standardized  $M=-.0205$ ,  $SD=0.89667$ ) treatments. The fourth highest mean was produced by the cause-related marketing treatment (standardized  $M=-0.0533$ ,  $SD=0.85225$ ). The treatment control produced the second lowest mean (standardized  $M=-0.0630$ ,  $SD=0.93600$ ), and the corporate volunteering treatment produced the lowest

mean (standardized  $M = -0.0998$ ,  $SD = 0.95660$ ). The results of the univariate ANOVA do not support H5; therefore, it is rejected.

## CHAPTER 5: DISCUSSION

This study attempted to further theory-driven research in public relations by examining the influence of corporate social responsibility (CSR) initiatives on beliefs, attitudes, and behavioral intention. Five hypotheses were tested.

Two hypotheses tested the predictions of the theory of reasoned action. H1 posited that salient beliefs predict attitudes. H2 posited that attitudes predict behavioral intention. The results of this study support H1 and H2, indicating that the predictions of the theory of reasoned action are supported. This finding adds validity to the other results of this study. In addition, this finding contributes to the breadth of scope of the theory of reasoned action and its application to the study of communication and public relations.

Three hypotheses tested the influence of CSR initiatives on beliefs, attitudes and behavioral intentions. H3 posited that CSR initiatives influence salient beliefs. The results of this study support this hypothesis. The findings indicate that overall, CSR initiatives do influence individuals' beliefs about organizations and their products, particularly beliefs about their contributions to the community and their trustworthiness. Specific findings of this study suggest that cause-related marketing may be the most beneficial to corporations in terms of its influence on consumers' beliefs about the corporation, which in turn may have positive financial implications. Cause-related marketing might produce positive financial implication because when a consumer notices that by buying a product some of the profits will help a cause they care about they might consider a product over a competitor's product. In addition, since a cause-related marketing campaign is usually advertised in store or on the product itself, consumers are more likely to take notice of a CSR campaign as they are making their purchasing

decisions which may influence their beliefs of the organization. This suggests that when organizations are making strategic choices about which CSR initiatives to adopt, cause-related marketing may be a more advantageous choice for the organization.

In contrast, CSR initiatives in the form of corporate volunteerism do not appear to have as great a benefit to organizations in terms of their influence on beliefs about the organization's social responsibility and source credibility. This finding may be quite different for a similar experiment using employees as participants. If employees were participants they might have related more to the corporate volunteerism article. They might feel that an organization that encourages and allows employees to partake in assisting causes they care about is a good corporate citizen.

Cause promotion and corporate philanthropy initiatives appear to have similar positive effects in terms of their influence on beliefs about an organization and its products; however, the cause promotion treatment performed slightly better. These findings suggest that organizations should strategically align themselves with causes that are related to their core business objectives and engage in activities to support these causes. Cause promotion activities may have a greater long-term effect than out-right giving in the form of corporate philanthropy, which the literature suggests may be viewed with skepticism by today's consumer.

However, if this study was conducted in a time of national crisis, for example directly after Hurricane Stan, the results might have skewed toward corporate philanthropy. Participants' beliefs may have changed more so because an organization contributed to such a cause as assisting victims of Stan rather than a cause-related marketing campaign if the crisis was fresh in their minds. Although, since corporate

philanthropy efforts were not prevalent in the media at the time of this study, cause-related marketing appeared to be more of a proponent choice when changing beliefs about an organization.

H4 posited that CRS initiatives influence attitudes, and H5 posited that CSR initiative influence behavioral intentions. While neither of these hypotheses was supported by this study, further research should be conducted to determine the path to attitude formation among consumers, and ultimately what variables have the greatest impact on behavioral intention and actual behavior.

Event though in this study CSR initiatives did not influence attitudes or behavioral intention, it is important to mention that this study did prove that beliefs influence attitudes and that attitudes influence behavioral intentions. Therefore, if the start of a CSR campaign will influence beliefs, then the continuation of the campaign might eventually influence attitudes as well as behavioral intentions. As Erwin (2001) stated, “We can potentially change someone’s attitude through changing the strength of their belief or through its associated evaluation or both of these components” (p. 116).

In conclusion, the next chapter will delve into the implication this study has on the study of Public Relations, its limitations, and avenues for future studies.

## CHAPTER 6: CONCLUSION

Despite whether or not cause-related marketing is the best CSR practice or whether or not duration of a CSR campaign might influence attitudes and behavioral intentions, this study showed the importance of CSR and the importance of communicating CSR initiatives. If an organization communicates its CSR initiatives it will change the beliefs of stakeholders and other individuals. “Communicating with stakeholders about an organization’s CSR practices activities forms a central charter for public relations in creating mutual understanding, managing conflict, and creating legitimacy” (Golob and Bartlett, 2007, p.1). In addition, it has the possibility of enhancing an organizations image and bringing it to the forefront. This will establish an emotional connection to the public and community.

This study makes a significant contribution to our understanding of CSR initiatives and their influence on the beliefs, attitudes, and behavioral intentions of consumers. However, despite its contribution, this study has several limitations. One important limitation of this study is the manipulation check used to test the CSR initiatives. Future research must seek to develop more rigorous methods for assessing these treatments. In addition, as with all experimental research, the findings of this study cannot be generalized beyond the respondents who participated. Another limitation in the experiment is that the booklets used to measure the variables of interest were not randomly mixed. As a result, the cause promotion articles were at the top of the pile, and the overall control manipulation was on the bottom of the pile. As a result only a few participants received the overall control manipulation resulting in an unbalanced design. This could have skewed the results. The final limitation of this study was that the

stimulus treatments were attached at the end of the questionnaire as opposed to the beginning. The instructions did mention to read the article first, but since the article was attached to the end of the questionnaire participants began answering the questions before reading the material. When this was noticed an announcement was made to read the article first. However, this might have skewed the results.

Despite these limitations, the results of this study constitute a preliminary step in developing a greater understanding of corporate social responsibility initiatives and the impact of CSR on consumers and society in general. This study makes a small contribution to our understanding of the effect of doing good in corporate America.

Opportunities for future research would be to develop an experiment where participants are exposed to a CSR campaign over a period of time to determine a CSR campaign does have the ability to influence attitudes and behavioral intentions. Another opportunity would be to conduct the study after a national crisis where organizations are contributing to assist victims and the rebuilding of a community. By conducting this study, it will determine if corporate philanthropy has a significant impact on beliefs, attitudes, and behavioral intentions or if cause-related marketing is still the most effective method when communicating CSR initiatives to the public. A similar study could also be conducted utilizing corporate employees as participant to observe if the volunteerism CSR initiative will have a larger impact when influencing beliefs, attitudes, and behavioral intentions.

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Appendix A  
*Articles*

## CAUSE PROMOTION



### *Starbucks Supports the Earth Day Network (EDN) in Encouraging Environmental Citizenship Year-Round*



For the past four years Starbucks has supported and worked together with the Earth Day Network (EDN), an organization that was founded by the organizers of Earth Day to encourage environmental citizenship year-round. In 2005, Starbucks' collaboration included featuring environmental messages on Starbucks' cup sleeves during the month of April. The messages encourage environmental protection and suggest simple choices we can make create a more sustainable world. The Starbucks Foundation also provided financial support to EDN.

Starbucks promotes Earth Day activities with in-store messages and volunteer opportunities to educate partners (employees) and customers about the impacts their actions have on the environment. This steers environmental awareness around the world. Through EDN, activists connect, interact, and impact their communities, and create positive change in local, national, and global policies.



**"Starbucks' collaboration included featuring environmental messages on Starbucks' cup sleeves"**

Additionally, in recognition of Earth Day 2005, Starbucks provided financial support to 42 environmental organizations across North American. Approximately 12,000 partners and customers, including nearly 900 partners in Japan, got involved in Earth-Day volunteer projects.

Visit Earth Day Network, [www.earthday.net](http://www.earthday.net), to find out how you can volunteer on Earth Day.

Then, for more information about how Starbucks contributes and promotes Earth Day Network go to [www.starbucks.com/csr](http://www.starbucks.com/csr).

## CAUSE-RELATED MARKETING



### *Starbucks' Hear Music Donates Proceeds to Assist in Hurricane Katrina Recovery*



Founded in 1990, and acquired by Starbucks in 1999, Hear Music is the Sound of Starbucks. Starbucks is dedicated to creating a new and convenient way for consumers to discover, experience and acquire all genres of great music through its unique curatorial voice, CD compilations, music programming for Starbucks retail stores worldwide and its innovative collaborations with artists and music labels to produce, market and distribute great music.

Starbucks has a history of collaborating with artists and the music industry to give back to communities through cause-related marketing efforts. For example, in response to the tremendous devastation caused by Hurricane Katrina, Starbucks and two record labels, Work Song and Rhino Records, who earlier teamed up to release the *I Believe to My Soul* CD, for recovery efforts.



**"Starbucks has a history of collaborating with artists and the music industry to give back to communities"**

The album was not initially conceived as a benefit, but after Hurricane Katrina a decision was made to donate proceeds from CD sales to victims of the storm, including those in New Orleans, the home of Irma Thomas and Allen Toussaint.

Starbucks committed to donate to the Red Cross \$10 of the purchase price of every *I Believe to My Soul* CD sold in Starbucks company-operated stores in the U.S. and Canada. In other retail channels, \$3 of the purchase price of every CD sold will be donated to these efforts. This donation will continue for the lifetime of the CD.

For more information about how Starbucks responded to Hurricane Katrina go to [www.starbucks.com/csr](http://www.starbucks.com/csr).

## CORPORATE PHILANTHROPY



### *Starbucks Lends a Helping Hand After Hurricane Stan Takes Its Toll on Central American Coffee Farms*



Over the years, Starbucks has created and maintained a deep connection with the people and families who care for and nurture the coffee plants, that, year after year, yield the precious coffee beans we buy, roast, serve and sell in our stores.

Last October, when we learned of the devastating effects of Hurricane Stan in southwest Mexico and northwest Guatemala, our concerns escalated rapidly. As we have journeyed long and far with many coffee farmers and their families in these regions, our decision to act came with no hesitation. A dedicated group of partners from Starbucks Support Center (SSC) in Seattle, Starbucks Coffee Agronomy Company (the "Farmer Support Center") in Costa Rica and Starbucks Coffee Trading Company (SCTC) in Switzerland traveled to Chiapas, Mexico, and regions throughout Guatemala and El Salvador to meet with our business partners in these countries to understand, firsthand, the devastation and how Starbucks might help with recovery and restoration.



**"\$1 million dollars was allocated to alleviate the most urgent needs of reconstruction in Mexico, Guatemala and El Salvador"**

After our visits, our teams came together in Guatemala City to put together our findings and report them to Starbucks Board of Directors and CEO Jim Donald. The response was fast and appropriate, given the seriousness of the situation: \$1 million dollars was allocated to alleviate the most urgent needs of reconstruction in Mexico, Guatemala and El Salvador. Reconstruction efforts are currently underway in the communities affected by the hurricane, and the coffee producers are once more showing the strong core and resilience that has helped them to overcome this kind of hardship in the past and will keep them strong well into the future.

For more information about how Starbucks responded to Hurricane Stan go to [www.starbucks.com/csr](http://www.starbucks.com/csr).

## VOLUNTEERISM



### Starbucks Partners Give back

**Building Community:** Starbucks is proud that so many partners at all levels of the company actively support neighborhood organizations that are important to them through volunteering or charitable giving. Whether it's schools, parks and churches, or being involved in Earth Day clean-ups and walk-a-thons, Starbucks partners are making a difference in their communities.

**Make Your Mark:** Starbucks believes volunteerism is vital to a healthy community. With that in mind, we created Make Your Mark, a program that matches our partners' and customers' volunteer hours with cash contributions to designated nonprofits—\$10 for every hour, up to \$1,000.



**Caring Unities Partners Fund:** The spirit of helping others can be seen every day at Starbucks through the Caring Unities Partners (CUP) Fund, a program dedicated to supporting fellow partners in need. Funded by partners through voluntary payroll deductions and fundraisers, the CUP Fund provides financial relief to partners facing emergency situations.

"Starbucks  
believes  
volunteerism is  
vital to a  
healthy  
community."

**Executive Community Leadership Program:** Starbucks believes our senior executives can set great examples for other partners while lending their management expertise to non-profit organizations by becoming board members. Our Executive Community Leadership Program facilitates and supports Starbucks executives' service on non-Profit boards such as Atlanta's Children's Theater, American SCORES, Conservation International, Jump Start and The Seattle Parks Foundation.

**Choose to Give:** We believe charitable giving is a personal decision. Respecting this, Starbucks designed Choose to Give, a flexible work place giving program that matches each partner's charitable contributions, up to \$1000 annually.

For more information on Starbucks volunteer programs visit [www.starbucks.com/csr](http://www.starbucks.com/csr).

[www.starbucks.com](http://www.starbucks.com)

## TREATMENT CONTROL



### *Line Extensions for Highly Successful Bottled Frappuccino and Starbucks DoubleShot*



Starbucks Coffee Company (Nasdaq; SBUX) today announced the launch of its new ready-to-drink coffee drink, Starbucks Iced Coffee, in the U.S. through the North American Coffee Partnership, a joint venture with Pepsi-Cola Company. With the introduction of Starbucks Iced Coffee, the North American Coffee Partnership is creating a new coffee refreshments segment within the more than \$800 million overall ready-to-drink coffee category in the U.S.

Starbucks Iced Coffee is a refreshing, cold coffee drink made with Starbucks Italian Roast coffee and just a touch of milk sweetness, offering the great tasting high-quality coffee customers expect from Starbucks. This new beverage is a will appeal to Starbucks coffee lovers. Starbucks Iced Coffee will be available in Starbucks coffee lovers. Starbucks Iced Coffee will be available in Starbucks Company-operated retail stores in the U.S. beginning late March 2006. Additionally, grocery and convenience stores nationally in the U.S. will carry regular and light varieties of Starbucks Iced Coffee beginning May 2006.



**"This new  
beverage is a  
will appeal to  
Starbucks  
coffee lovers"**

Coffee Partnerships looked to trends and customer preferences within the overall coffee category. According to the National Coffee Drinking Trends report, published by the National Coffee Association of the U.S.A., the majority of customers want a Coffee beverage with a simple, high-quality, full coffee flavor and light dairy and sweetness, which until now has been largely unavailable in the U.S. The launch of Starbucks Iced Coffee creates a new coffee refreshment segment of the ready-to-drink coffee category and features the same high-quality coffee available in Starbucks retail stores and coffee-related products globally.

"Opportunities for Starbucks to introduce innovative and exciting ready-to-drink products to our customers allow us to extend the Starbucks Experience to them any place and anytime they choose," said Gerry Lopez, president, Starbucks Global Consumer Products.

In addition to the launch of Starbucks' Iced Coffee, the North American Coffee Partnership is introducing two line extensions within its Starbucks DoubleShot and bottled Starbucks Frappuccino brands.

[www.starbucks.com](http://www.starbucks.com)

Appendix B  
*Questionnaire*

This questionnaire seeks to determine consumer attitudes. Please spend 90 seconds reviewing the attached article. After reviewing the article, answer the following questions to the best of your ability. Responses will remain anonymous. Thank you in advance for your time and effort.

Please use the scale below to rate your level of agreement with the following statements about Starbucks Coffee. Place an "X" in the appropriate section of the scale.

I believe Starbucks is a successful organization.

Strongly Disagree \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ Strongly Agree

I approve of Starbucks shops in my community.

Strongly Disagree \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ Strongly Agree

I believe Starbucks engages in ethical business practices.

Strongly Disagree \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ Strongly Agree

I prefer to purchase products from organizations that are socially responsible.

Strongly Disagree \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ Strongly Agree

During the next month, I will purchase products from Starbucks:

Check one:

- \_\_\_\_\_ Never
- \_\_\_\_\_ 1-2 times
- \_\_\_\_\_ 4-5 times
- \_\_\_\_\_ 8-9 times
- \_\_\_\_\_ 10 or more times

I believe that Starbucks is a good organization to work for.

Strongly Disagree \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ Strongly Agree

I like Starbucks.

Strongly Disagree \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ : \_\_\_\_\_ Strongly Agree



I plan to drink Starbucks Coffee during the next month.

Never \_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_ Frequently

I believe that communities are negatively impacted by Starbucks.

Strongly Disagree \_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_ Strongly Agree

I consider messages from Starbucks to be

Balanced \_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_ Unbalanced  
Credible \_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_ Not Credible  
Trustworthy \_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_:\_\_\_\_\_ Not Trustworthy

Please check or fill in the appropriate answers.

Sex

\_\_\_\_\_ Male  
\_\_\_\_\_ Female

Age \_\_\_\_\_

Major \_\_\_\_\_

Year

\_\_\_\_\_ Freshmen  
\_\_\_\_\_ Sophomore  
\_\_\_\_\_ Junior  
\_\_\_\_\_ Senior