



## Society and Business Review

Building corporate image through societal marketing programs

Apisit Chattananon Meredith Lawley Jirasek Trimetsoontorn Numchai Supparerkchaisakul Lackana  
Leelayouthayothin

### Article information:

To cite this document:

Apisit Chattananon Meredith Lawley Jirasek Trimetsoontorn Numchai Supparerkchaisakul Lackana  
Leelayouthayothin, (2007), "Building corporate image through societal marketing programs", *Society and  
Business Review*, Vol. 2 Iss 3 pp. 230 - 253

Permanent link to this document:

<http://dx.doi.org/10.1108/17465680710825442>

Downloaded on: 12 February 2015, At: 05:01 (PT)

References: this document contains references to 116 other documents.

To copy this document: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

The fulltext of this document has been downloaded 3492 times since 2007\*

### Users who downloaded this article also downloaded:

Andrew Crane, John Desmond, (2002), "Societal marketing and morality", *European Journal of Marketing*,  
Vol. 36 Iss 5/6 pp. 548-569 <http://dx.doi.org/10.1108/03090560210423014>

Russell Abratt, Diane Sacks, (1989), "Perceptions of the Societal Marketing Concept", *European Journal of  
Marketing*, Vol. 23 Iss 6 pp. 25-33 <http://dx.doi.org/10.1108/03090569010142640>

Joep Cornelissen, (2000), "Corporate image: an audience centred model", *Corporate Communications: An  
International Journal*, Vol. 5 Iss 2 pp. 119-125 <http://dx.doi.org/10.1108/13563280010372540>

Access to this document was granted through an Emerald subscription provided by 320271 []

### For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for  
Authors service information about how to choose which publication to write for and submission guidelines  
are available for all. Please visit [www.emeraldinsight.com/authors](http://www.emeraldinsight.com/authors) for more information.

### About Emerald [www.emeraldinsight.com](http://www.emeraldinsight.com)

Emerald is a global publisher linking research and practice to the benefit of society. The company  
manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as  
providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee  
on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive  
preservation.

\*Related content and download information correct at time of download.



# Building corporate image through societal marketing programs

Apisit Chattananon

*Faculty of Oriental Medicine, Rangsit University, Patumtani, Thailand*

Meredith Lawley

*Faculty of Business, University of the Sunshine Coast,  
Maroochydore, Australia*

Jirasek Trimetsoontorn

*Faculty of Industrial Education, King Mongkut's Institute of Technology,  
Ladkrabang, Bangkok, Thailand*

Numchai Supparerkchaisakul

*Behavioral Science Research Institute, Srinakharinwirot University,  
Bangkok, Thailand, and*

Lackana Leelayouthayothin

*Cerebos (Thailand) Ltd, Bangkok, Thailand*

## Abstract

**Purpose** – The purpose of this research is to develop and test a Thai model for societal marketing's impact on consumer's attitudes toward a corporate image.

**Design/methodology/approach** – A preliminary model was developed from the existing literature, followed by exploratory research consisting of three in-depth interviews and four focus groups to refine the model. The model was then tested with data collected from a mail survey completed by 1,153 respondents, using structural equation modeling.

**Findings** – The findings indicate that a societal marketing program and corporate communications can create positive consumer attitudes toward corporate image. In addition both educational level and marital status of respondents significantly influence consumer attitudes towards corporate image. Moreover, societal marketing program identity, when compared with other variables, illustrates the most powerful impact on customers' attitudes toward corporate image.

**Research limitations/implications** – The data were gathered from one program only, hence future research could extend these findings to other programs to test their generalisability.

**Practical implications** – The key implications of these findings for marketing managers include support for the use of societal marketing programs at a strategic level as well as suggestions for successful implementation of these programs.

**Originality/value** – This study contributes to societal marketing research because a scarcity of empirical research still exists in this field, particularly in Asian countries such as Thailand.

**Keywords** Social marketing, Consumer behaviour, Corporate image, Thailand

**Paper type** Research paper



## Introduction

The importance of societal marketing programs continues to increase (Marsden, 2000; McAlister and Ferrell, 2002; Hoeffler and Keller, 2002; Roy and Graeff, 2003; Vidaver-Cohen and Altman, 2000), with total spending approximately of \$828 million

in 2002 in the USA alone (Porter and Kramer, 2002). Societal marketing has been shown to create competitive advantages for a company by building brand awareness (Barone *et al.*, 2000; Brønn and Vrioni, 2001; Creyer and Ross, 1997), establishing brand credibility (Brown and Dacin, 1997; Madrigal, 2000), enhancing corporate image (Morton, 1999; Madrigal, 2000; Ross and Patterson, 1992; Sen and Bhattacharya, 2001) and stimulating consumer's purchase intention (Barone *et al.*, 2000; Bennett and Gabriel, 2000; Roy and Graeff, 2003; Sen and Bhattacharya, 2001).

Societal marketing can allow corporations to differentiate themselves from competitors by creating an emotional bond with consumers (Meyer, 1999). In turn, corporate image can exert a powerful influence on customer attitudes and behaviour (Barone *et al.*, 2000; Bennett and Gabriel, 2000; Brown and Dacin, 1997; Ellen *et al.*, 2000) with several companies achieving notable improvements in corporate image through implementing societal marketing programs (Balabanis *et al.*, 1998; Embley, 1993; Kotler, 2003; Varadarajan and Menon, 1988).

Many industry surveys support the positive impact of societal marketing on consumer attitudes and behavior in various countries such as the USA, the UK, Australia and New Zealand (Business in the Community, 1997, 1998; Cone Inc., 2000; Cone/Roper communications, 1994, 1999; Cavill + Co., 1997a, b; Jayne, 2001; Kaplan, 2002). These surveys all yielded similar results, that is, consumers expressed a more positive attitude towards a company practicing societal marketing, and additionally prefer to purchase products associated with a societal marketing program. Moreover, they also believe that societal marketing should be a standard business practice.

However, a scarcity of empirical research still exists in this field (Berger *et al.*, 1999; Maignan and Ferrell, 2001; Ross and Patterson, 1992), particularly in Asian countries. In this research, we explore the influence of a societal marketing program on the attitudes of Thai consumers toward corporate image. Research objectives were to:

- develop a Thai model for societal marketing's impact on consumer's attitudes toward a corporate image;
- gain better understanding of demographic factors, such as gender, age, educational level, income level and marital status, that also influence consumer attitudes toward corporate image; and
- test the Thai model of societal marketing's impact on corporate image.

To achieve these objectives, we review prior research on societal marketing and corporate image to develop a conceptual framework for this study. We then outline the methods used to collect data to test the model before presenting and discussing the results. All previous research reviewed was from western countries, therefore, in order to explore any cultural differences between Thai and western consumers, exploratory research comprising three in-depth interviews and four focus groups, was initially used to refine the research model. After that, mail surveys were used to gather data to test the model. We end with a discussion of managerial implications, limitations and directions for future research.

### Literature review

Both areas central to this research, societal marketing and corporate image, have been extensively investigated individually in the past in western economies.

The societal marketing concept calls on marketers to fulfill the needs of the target audience in ways that enhance the well-being of consumers and society as a whole, while fulfilling the objectives of the organization (Kotler, 2000; Bednall and Kanuk, 1997). A societal marketing program can approach a wide range of social problems in health, crime, the environment and social welfare (Andreasen, 1995) and emphasizes the benefits to three parties: the consumer, the company and society.

One example of a societal marketing program is cause-related marketing, whereby a firm contributes to a designated cause thus linking a company's product or service to a relevant social cause for the mutual benefit of the organization and its customers (Andreasen, 1996; Varadarajan and Menon, 1988; Pringle and Thompson, 1999). Basic objectives of societal marketing programs can include increasing sales, enhancing corporate stature, thwarting negative publicity, pacifying customers and easing market entry (Varadarajan and Menon, 1988). A number of companies have employed societal marketing programs successfully (Balabanis *et al.*, 1998; Embley, 1993; Kotler, 2000; Varadarajan and Menon, 1988). Research has suggested that there is a positive relationship between a company's societal marketing actions and consumers' attitudes toward that company and its products (Brown and Dacin, 1997; Creyer and Ross, 1997; Ellen *et al.*, 2000; Sen and Bhattacharya, 2001).

Many definitions of corporate image exist. Consistently, corporate image has two principal components: function and emotion (Kennedy, 1977). The functional component relates to tangible characteristics that can be easily measured, while the emotional component is associated with psychological dimensions that are manifested by evaluation, feeling and attitude towards a company (Barich and Kotler, 1991; Cohen, 1963; Dowling, 1986; LeBlanc and Nguyen, 1996; Pharoah, 1982). Corporate image is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about a company (Van Rekom, 1997). Although no universally accepted definition of corporate image exists, this research will focus on the popularly held definition that corporate image is the totality of a stakeholder's perceptions of the way an organization presents itself through its corporate identity mix either deliberately by controllable sources or accidentally by uncontrollable sources.

Many different models of corporate image management have been proposed (Abratt, 1989; Balmer and Gray, 2000; Dowling, 1986; Kennedy, 1977; Markwick and Fill, 1997; Stuart, 1998, 1999). These models identify the various factors effecting favorable corporate image formation such as objective company criteria, marketing communications strategy and employees view of corporate identity. However, many of these models are conceptual (Abratt, 1989; Balmer and Gray, 2000; Dowling, 1986; Stuart, 1998, 1999) and require empirical validation.

A number of recent empirical studies also identify factors that enhance corporate image including dynamism of the company, credibility/stability, customer service, visual identity, reputation of directors, service offering, history, advertising and promotion (Balmer and Stotvig, 1997; Caruana, 1997; LeBlanc and Nguyen, 1996; Gotsi and Wilson, 2001; Markwick and Fill, 1997; Melewar *et al.*, 2001; Teng *et al.*, 2000; Van Heerden and Puth, 1995).

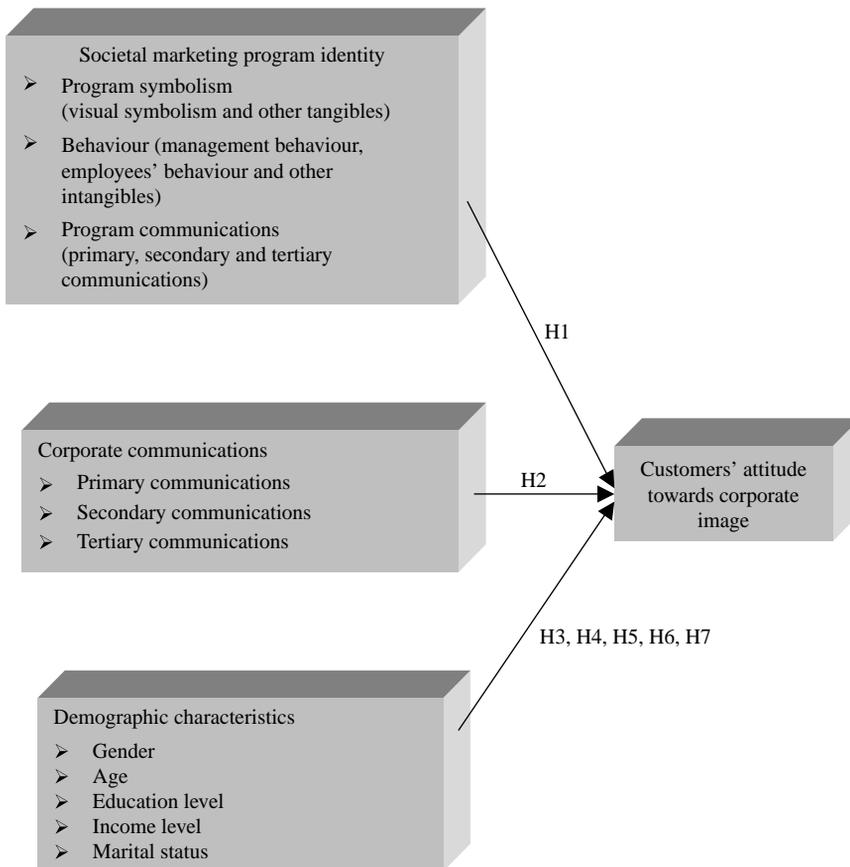
Furthermore, these factors can be grouped into three categories of corporate identity mix as suggested by Van Riel and Balmer (1997) and Stuart (1999): behavior, symbolism, and communication. The behavioral factors refer to management and employees' behavior, reputation of directors and employee's role. Symbolic factors

include visual identity and other tangibles such as products, service quality and history. The communication factors refer to advertising and promotion. Having established the background to the research question, the following section will describe the preliminary model based on the literature and the associated hypotheses.

**The preliminary model**

The preliminary model incorporated aspects of societal marketing theory and corporate image management theory to predict the impact of societal marketing on consumer’s attitudes toward corporate image in the Thai context. A preliminary model of the impact of societal marketing on attitudes toward corporate image is shown in Figure 1, based on models from Cornelissen (2000), Balmer and Gray (2000), Stuart (1999) as well as Van Riel and Balmer (1997).

Briefly, three factors influencing attitudes toward corporate image were identified for this study, societal marketing program identity, corporate communications and demographic characteristics. Virtually all frameworks proposed for corporate image (Balmer and Gray, 2000; Barich and Kotler, 1991; Fombrun, 1996; Stuart, 1999) posit



**Figure 1.**  
A preliminary model of the influence of societal marketing on consumer’s attitude towards corporate image

that a company has multiple audiences or constituencies such as customers, employees, shareholders, the business community and government. This study will focus only one of these stakeholder groups, customers.

Societal marketing program identity has three major components: symbolism, behavior of management and employees and program communications (Van Riel and Balmer, 1997). Symbolism includes visual identity and other tangibles such as products (Balmer and Stotvig, 1997; LeBlanc and Nguyen, 1996). Apart from management and employees' behavior, corporate behavior includes other intangibles such as service offering, service quality and history (Balmer and Stotvig, 1997; LeBlanc and Nguyen, 1996; Van Heerden and Puth, 1995).

Program communications are those communications specifically related to the societal marketing program and include primary, secondary and tertiary communications (Balmer and Gray, 2000). Primary program communication refers to one on one communication about the societal marketing program. Secondary program communication is identified as visual identification and formal corporate communications (advertising, public relations, graphic design, sales promotion, etc.) specifically related to the program. Tertiary program communication refers to word-of-mouth, media interpretation and competitions about the program.

Both industry survey results (Business in the Community, 1997, 1998; Cavill + Co., 1997a, b; Cone Inc., 2000, 2001, 2002; Cone/Roper communications, 1994, 1999) and past empirical studies (Davis, 1994; Jayne, 2001; Madrigal, 2000; Morton, 1999; Ross and Patterson, 1992; Webb, 1999; Webb and Mohr, 1998; Sen and Bhattacharya, 2001) have found that consumers have a positive image of a corporation implementing a societal marketing program for a cause that they care about. Based on the results of these studies, the hypothesis relative to Thai customers' attitudes is:

- H1.* Consumers will have a positive attitude toward a corporation that implements a societal marketing program.

The second factor proposed to influence consumers attitudes toward corporate image is corporate communication, that is, general communication from the company other than that specifically related to the societal marketing program. The dominant role of corporate communications in corporate image formation is widely supported (Balmer and Gray, 2000; Cornelissen, 2000; Dowling, 1986; Markwick and Fill, 1997; Stuart, 1998). A variety of corporate communications have been found to influence corporate image including, but not limited to, customer service, visual identity, access to service, reputation of directors, service offering, history, key incidents (for example client satisfaction and customer loyalty), service quality, products, employees' role, advertising and promotion (Balmer and Stotvig, 1997; Markwick and Fill, 1997; LeBlanc and Nguyen, 1996; Van Heerden and Puth, 1995). Based on Balmer and Gray's (2000) model and Stuart's (1999) model, there are three types of corporate marketing communications: primary, secondary and tertiary. Based upon these studies, the second hypothesis is:

- H2.* Corporate communications will influence consumers' attitude toward corporate image.

Finally, in relation to demographic factors, some studies indicate that the relationship between individual consumer characteristics and features of corporate social

responsibility communications affect a consumer's evaluation of corporate societal image (Berger *et al.*, 1999; Maignan and Ferrell, 2001; McWilliams, 2001; Ozanne *et al.*, 1999; Peppas and Peppas, 2000; Straughan and Roberts, 1999). Additionally, findings from recent consumer surveys illustrate that consumer's demographic characteristics, such as gender, age and income level, influence their attitudes toward corporate societal image (Cone Inc., 2000; Kaplan, 2002). The demographics to be included in this research are gender, age, education level, income and marital status as justified next.

Several studies indicate that females show more positive attitudes toward companies using societal marketing than males (Berger *et al.*, 1999; Hegarty and Burton, 1999; Kaplan, 2002; Ozanne *et al.*, 1999; Ross and Patterson, 1992; Webb and Mohr, 1998; Straughan and Roberts, 1999). This leads to the following hypothesis.

- H3.* Female consumers will have a more positive attitude toward a firm implementing a societal marketing program than will males.

The impact of age on attitudes toward corporations implementing societal marketing is still controversial. Some studies indicate teenagers value companies implementing societal marketing programs more than adults (Cone Inc., 2000) whereas older consumers responded more favorably to societal marketing in other studies (Goldberg, 1999; Straughan and Roberts, 1999). Yet other studies have identified no relationship between age and attitude toward corporate image (Peppas and Peppas, 2000). This study will test the following hypothesis regarding age:

- H4.* Younger consumers will have a more positive attitude towards a firm implementing a societal marketing program than will older consumers.

The educational level of consumers appears to influence consumer attitudes toward corporate image. Respondents with higher educational levels tend to show a more positive response to societal marketing (Webb and Mohr, 1998; Goldberg, 1999). Based on these findings, the fifth hypothesis is:

- H5.* Consumers with a higher educational level will tend to have a more positive attitude toward a firm that implements a societal marketing program than will those of a lower educational level.

Consumer income appears to be related to corporate image, with higher income groups responding better to societal marketing (Webb and Mohr, 1998; Straughan and Roberts, 1999). Based on these findings the sixth hypothesis is:

- H6.* Consumers with a higher income will tend to have a more positive attitude toward a firm that implements a societal marketing program than will those of lower income.

Marital status appears to have a weak relationship with attitude to corporate image, with married consumers showing a more positive attitude towards corporations implementing societal marketing (Ross and Patterson, 1992). However, other studies have found no relationship between marital status and attitude toward corporate image. Based on these findings the final hypothesis to be tested in this study is:

- H7.* Married consumers will have a more positive attitude toward a firm implementing a societal marketing program than will single ones.

Having developed a preliminary model, primary data to further refine and test the model was gathered in two stages, an exploratory stage consisting of in-depth interviews and focus groups, followed by a descriptive stage involving the collection of quantitative data via a mail survey.

Given the extent of prior research in western economies and the need to test these theories in a developing economy, a single case approach was used where one societal marketing program and its impact on corporate image was investigated in detail (Yin, 2003). The context for both studies was the Brand's Educational Summer Camp program, a successful societal marketing program in Thailand. This program provides free tutoring for the national university entrance examination for senior high-school students and has attracted about 280,000 students since 1989. The project has been very successful in that it has received many awards. It is supported by Cerebos (Thailand) Limited.

### **Stage 1 (exploratory research)**

In the first exploratory study, in-depth interviews were conducted with three Cerebos's managers (the CEO, the marketing director and the marketing manager specifically responsible for the program) to gain an understanding of such things as goals, strategies, communications, behaviours, activities and symbolism of a company implementing a societal marketing program, namely Brand's Educational Summer Camp program. In addition these respondents also had extensive first-hand knowledge of the attitudes of participants and their families toward the program.

The findings of the in-depth interviews supported the preliminary model. Respondents believed that societal marketing could create positive attitudes towards company image and make customers feel good about the company, the product, the management and the staff. Age was the only customer demographic factor which the managers thought would have a clear impact on corporate image. Younger respondents were thought to show a more positive attitude. However, respondents believed that a relationship between other demographic factors, the program and company image might exist. Briefly, the in-depth interview results supported the preliminary research model as shown in Figure 1.

Having explored the model with key managers involved in the planning and implementing of a societal marketing program, four focus groups of consumers were conducted to further refine the model. Participants in the focus groups were selected from a list of the Cerebos's customers in Bangkok. Each group consisted of about eight persons, grouped on the basis of age and gender.

Similarly to the in-depth interview results, the findings of the focus groups supported that a societal marketing program, namely Brand's Educational Summer Camp could make the company's customers feel good about the company and build a positive image for both the company and its products. Company communication factors, excluding the program communications, were also identified by respondents as impacting on company image. The primary company communications mentioned were product packaging, promotional girls, salesmen, company magazines, company direct mailing and company seminars. However, most respondents also mentioned secondary company communications, such as advertising and promotional materials. Some respondents identified tertiary company communications, such as word-of-mouth advertising from storeowners, family, friends and alumni.

Respondents thought staff behaviors were manifested through good service, smiling faces, cheerfulness, kindness and competency. However, one of the societal marketing program identity variables listed in the preliminary model, that of management behavior, was not supported by respondents. Other intangibles or perceived benefits identified by respondents were free participation, ease of participation and benefit to society.

Unlike the in-depth interview results, focus group respondents were not significantly different in attitudes toward the company image of Cerebos and their products regarding the societal marketing program based on age. Moreover, there appeared to be no differences based on gender in attitudes neither toward the company nor for the product. Based on focus group results, no new variables were identified. Respondent groups, however, did not support three proposed variables of management behavior, age and gender.

In summary, the two exploratory studies in the Thai context identified no new variables. However, the findings did suggest that variables, such as societal marketing program identity and corporate marketing communications, might be of greater influence than demographic characteristics. Additionally, some factors identified in the literature, such as management behavior and gender, were not supported in the exploratory studies. However, these factors remained in the model for further testing in the main study.

### Stage 2 (descriptive research)

The major study used a mail survey approach as a mailing list was available, the population was geographically dispersed and budget constraints applied. Participants were drawn from the Cerebos customer database containing approximately 92,000 persons aged over 15 years. About 3,000 questionnaires were mailed to Cerebos's customers selected using stratified sampling based on age.

The questionnaire was developed based on the literature review and the exploratory studies. Responses were gathered on five-point Likert scales that ranged from "strongly disagree" (= 1) to "strongly agree" (= 5). The three key constructs of Societal Marketing Program Identity, Corporate Communications and Customers Attitude toward Corporate Image were all operationalized using multiple measures – based initially on the literature review and then refined during the exploratory research. For example, Societal Marketing Program Identity was measured with 24 statements reflecting seven subdimensions as indicated in Appendix 1. Demographic variables were measured with single items.

The questionnaire was pre-tested on three groups of people: five research experts, five marketing colleagues, and 15 consumers (Czaja, 1998; Dillman, 1978). Following this initial pre-test, the revised questionnaire was further pre-tested with a convenience sample of 211 Cerebos's customers. The Cronbach's  $\alpha$  value of societal marketing program identity, corporate communications and attitude toward corporate image were 0.8953, 0.9079 and 0.8986, respectively. This indicated satisfactory internal consistency reliability as values of  $\alpha$  of 0.70 or greater are acceptable (Nunnally, 1978). The questionnaire was administered using a four step administrative procedure. The first mail out of a pre-notification postcard was followed by three follow-up mailings resulting in the return of 1,153 questionnaires.

### Results

Analysis began by profiling respondents and exploring how well respondents represented the sampling frame. Of the 3,000 questionnaires dispatched, 1,153 valid

questionnaires were returned. This 38.4 percent response rate proved better than expected with 82.8 percent of 1,153 or 955 respondents, having heard of Brand's Educational Summer Camp program. After data cleaning and screening, the qualified number of respondents was 946.

The demographic profile of the respondents is summarized in Table I. Most respondents were female (70.7 percent), 30-45 years old (51.3 percent) and held bachelor's degrees (52.7 percent). In addition, they had personal incomes of under 10,000 Baht (31 percent) or 10,000-20,000 Baht (32.8 percent) per month. Respondents were spread relatively equally between single and married.

A comparison of the gender and age of respondents to those of the mail-out sample and the database groups showed no significant differences on these criteria. A trend analysis also showed no significant differences between early and late respondents in terms of age, gender, marital status, children, educational level nor income. Next, structural equation modeling (LISREL 8.3) using a two-step approach (Anderson and Gerbing, 1988; Hair *et al.*, 1998) was used to test the model.

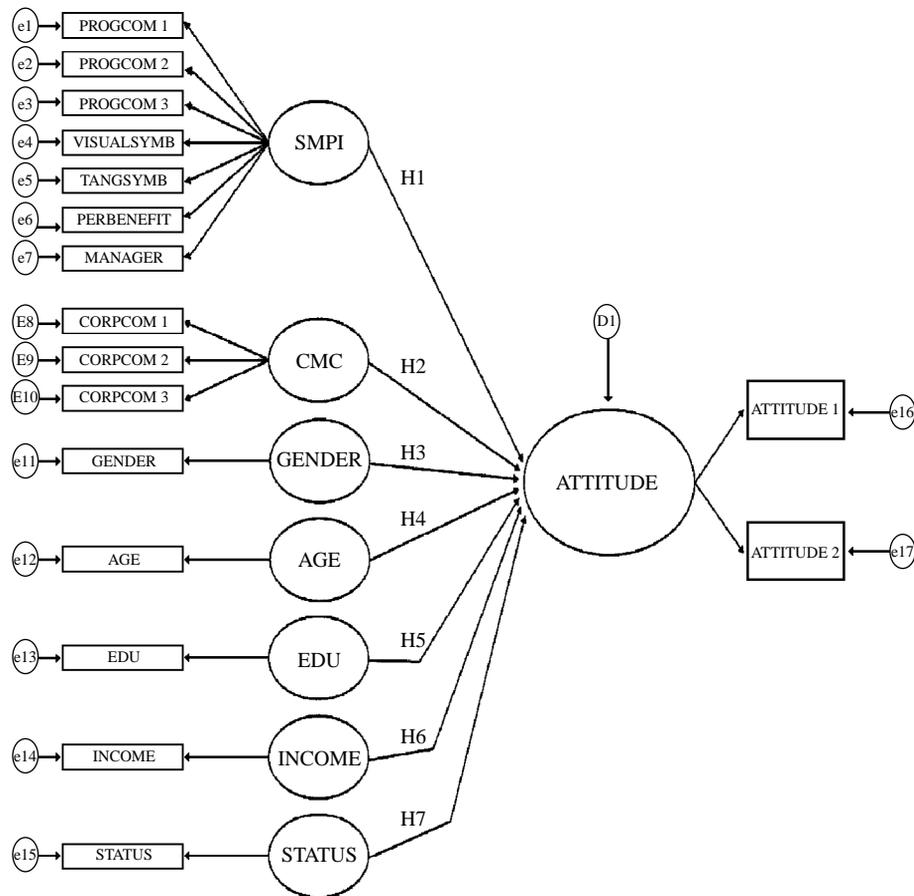
The model was broken down into three multiple-factor congeneric models, representing the three constructs: societal marketing program identity (SMPI), corporate communications (CM) and consumers' attitude toward corporate image (ATTITUDE). These three measurement models were each tested in confirmatory factor analysis prior to structural equation modeling. The results of the confirmatory factor analysis for each construct are summarized in Appendix 1. Next, latent variable path analysis was used to test the structural model.

Characteristic	Number	Percentage
<i>Age</i> (n = 934)		
15-21	81	8.7
22-29	264	28.3
30-45	479	51.3
46 and over	110	11.8
<i>Gender</i> (n = 945)		
Male	277	29.3
Female	668	70.7
<i>Marital status</i> (n = 945)		
Single	493	52.2
Married	440	46.6
Other	12	1.3
<i>Educational level</i> (n = 940)		
Primary school	53	5.6
Secondary school	54	5.7
High school	133	14.1
Vocational school or equivalent	132	14.0
Bachelor's degree	495	52.7
Master's degree or higher	73	7.8
<i>Personal income (Baht/month)</i> (n = 943)		
No income	102	10.8
Under 10,000	292	31.0
10,000-19,999	309	32.8
20,000-34,999	157	16.6
35,000 and over	83	8.8

**Table I.**  
Profile of respondents

The hypothesized structural model, based on theory and the exploratory studies, is shown in Figure 2. The latent variables in the confirmatory factory analysis were used as composite variables in this model.

After model modification, the revised structural model, as presented in Table II, has acceptable fit overall (RMSEA = 0.071, GFI = 0.95, CFI = 0.96 and IFI = 0.96). Four relationships between constructs are significant ( $p < 0.05$ ): societal marketing identity (SMPI) and consumers attitude to corporate image (ATTITUDE), corporate communication (CM) and consumers attitude to corporate image (ATTITUDE), education level (EDU) and consumers attitude to corporate image (ATTITUDE), and marital status (STATUS) and consumers attitude to corporate image (ATTITUDE). Discriminant validity was also tested by comparing the square root of the average



**Note:** PROGCOM 1 = primary program communications, PROGCOM 2 = secondary program communications, PROGCOM 3 = tertiary program communications, VISUALSYMB = visual symbolism, TANGSYMB = tangible symbolism, PERBENEFIT = perceived benefit, MANAGER = management behaviour, EDU = educational level, INCOME = income level and STATUS = marital status

**Figure 2.**  
The hypothesized structural model of this study

SBR  
2,3

240

**Table II.**Antecedents structure  
model: attitude towards  
company

	Standardized estimates of effects	Conclusion
<i>H1.</i> Societal marketing program identity	0.37*	Supported
<i>H2.</i> Corporate marketing communication	0.30*	Supported
<i>H3.</i> Gender	0.01	Not supported
<i>H4.</i> Age	-0.02	Not supported
<i>H5.</i> Education	-0.10*	Supported
<i>H6.</i> Income	0.02	Not supported
<i>H7.</i> Marital status	0.10*	Supported

**Notes:** \* $p < 0.05$ . Model fit:  $\chi^2_{68} = 332.79$  ( $p = 0.00$ ), RMSEA = 0.071, GFI = 0.95, AGFI = 0.89, CFI = 0.96, IFI = 0.96. RMSEA = root mean square error of approximation, GFI = goodness of fit index, AGFI = adjusted goodness of fit index, CFI = comparative fit index, IFI = incremental fit index

variance extracteds (AVE) of both SMPI and CMC with the correlation between these two constructs. As shown in Appendix 2, the square root of the AVEs were higher than the correlation showing the discriminant validity of the constructs (Fornell and Larcker, 1981).

### Discussion and conclusions

The results above give insight in two major areas, firstly in terms of how each of the major constructs was measured and the contribution of the individual variables to the overall construct as shown in Table III, and secondly in relation to the specific hypotheses developed for the structural component of the model. Each of these areas is addressed in turn.

Constructs	Latent variables	Model	
		Previous	Final
Societal marketing program identity (SMPI)	Visual symbolism	Y	Y
	Other tangibles	Y	Y
	Management behaviors	Y	Y
	Employee behaviors	Y	X
	Perceived benefits	Y	Y
	Primary program communications	Y	Y
	Secondary program communications	Y	Y
Corporate communications (CM)	Tertiary program communications	Y	Y
	Primary marketing communications	Y	Y
	Secondary marketing communications	Y	Y
Consumer attitude towards corporate image (ATTITUDE)	Tertiary marketing communications	Y	Y
	Belief (ATTITUDE 1)	Y	Y
	Feeling (ATTITUDE 2)	Y	Y
Demographic characteristics	Gender	Y	X
	Age	Y	X
	Educational level	Y	Y
	Income level	Y	X
	Marital status	Y	Y

**Table III.**A comparison of previous  
to the final model based  
on research findings

**Notes:** Remarks: Y = Yes, X = No

---

*Hypothesis 1: Consumers will have a positive attitude toward a corporations image (ATTITUDE) when that corporation implements a societal marketing program (SMPI)*

A positive relationship between SMPI and ATTITUDE was hypothesized. The findings indicate that a societal marketing program has a positive influence on respondents' attitudes toward company image in the Thai context. These findings support earlier empirical studies (Davis, 1994; Morton, 1999; Madrigal, 2000; Ross and Patterson, 1992; Sen and Bhattacharya, 2001; Webb, 1999; Webb and Mohr, 1998) and previous consumer surveys (Business in the Community, 1997, 1998; Cavill + Co., 1997a, b; Cone Inc., 2001, 2002; Cone/Roper communications, 1994, 1999; Jayne, 2001).

*Hypothesis 2: Corporate communications (CM) will influence consumers' attitudes toward the corporations image (ATTITUDE)*

A positive relationship between CM and ATTITUDE was assumed. A variety of corporate communications have been found to influence corporate image (Balmer and Stotvig, 1997; LeBlanc and Nguyen, 1996; Markwick and Fill, 1997; Van Heerden and Puth, 1995). The findings of this research support this hypothesis. Hence, this research finds that corporate communications is salient in Thai consumers' attitudes toward company image. However, it has slightly less influence than societal marketing program identity, which was unexpected from the exploratory studies.

*Hypothesis 3: Female consumers will have a more positive attitude towards a firm implementating a societal marketing program than will males*

Women were expected to have a more positive attitude toward corporate image than men. Many prior empirical studies and surveys indicate that females show a more favorable attitude toward firms supporting a social cause than males do (Berger *et al.*, 1999; Cone Inc., 2000; Kaplan, 2002; Ozanne *et al.*, 1999; Ross and Patterson, 1992; Webb, 1999; Webb and Mohr, 1998; Roy and Graeff, 2003; Straughan and Roberts, 1999). Unlike previous studies however, the findings from Peppas and Peppas (2000) identify no such influence regarding gender on attitudes. The findings of this research however, do not support this hypothesis. Consequently, this research finds that consumers' gender shows no effect concerning Thai respondents' attitudes toward company image.

*Hypothesis 4: Younger consumers will have a more positive attitude towards a firm implementing a societal marketing program than will older consumers*

A positive impact of age on attitudes toward corporate image was hypothesized. Consumer's age was shown to have an impact on consumer attitude towards corporate image (Cone Inc., 2000; Cone/Roper communications, 1997; Goldberg, 1999; Kaplan, 2002; Straughan and Roberts, 1999). However, the impact of age on corporate image remains controversial. The findings from the US survey showed that teens value companies implementing societal marketing more than adults (Cone Inc., 2000; Cone/Roper communications, 1997; Kaplan, 2002), whereas older consumers responded more favorably to societal marketing in other studies (Goldberg, 1999; Straughan and Roberts, 1999). The findings of this research do not support this hypothesis. Thus, it finds that age, like gender, has no impact on Thai respondents' attitudes toward corporate image. These findings support the empirical studies from Peppas and Peppas (2000) as well as Roy and Graeff (2003).

*Hypothesis 5: Consumers with a higher educational level will tend to have a more positive attitude toward a firm that implements a societal marketing program than will those of a lower educational level*

A positive influence regarding the educational level of respondents on attitudes toward corporate image was assumed. Earlier empirical studies indicated that more highly educated groups responded better to societal marketing (Webb and Mohr, 1998; Goldberg, 1999). Contradicting those findings, this research confirms this hypothesis with a significant but inverse relationship. What this indicates is that customers with a lower educational level have more positive attitudes toward corporate image than do those of higher educational level. The lower educational group in this research might well identify the Brand's Educational Summer Camp program as a cause which they care about, more relevant to them than those of a more highly educated level. The tuition fees in Thailand are relatively high, hence they indicate a more significant response to the program. Therefore, this research concludes that the educational level of consumers will indeed influence their attitude toward company image but not as predicted.

*Hypothesis 6: Consumers with a higher income will tend to have a more positive attitude toward a firm that implements a societal marketing program than will those of a lower income*

A positive impact of the income level of respondents on attitudes toward corporate image was assumed. Prior studies identified that higher income groups responded better to societal marketing (Kaplan, 2002; McWilliams, 2001; Webb and Mohr, 1998; Straughan and Roberts, 1999). This research's findings fail to support this hypothesis.

*Hypothesis 7: Married consumers will have a more positive attitude toward a firm implementing a societal marketing program than will single consumers*

Married consumers were expected to have a more positive attitude toward corporate image than single ones do. The study from Ross and Patterson (1992) shows an impact, whereas Goldberg (1999) found no correlation. The findings of this research support this particular hypothesis, that is the marital status of consumers will affect their attitudes toward company image.

In summary, this research confirms previous findings that societal marketing programs have a positive influence on consumers' attitudes toward corporate image (Davis, 1994; Madrigal, 2000; Morton, 1999; Ross and Patterson, 1992; Sen and Bhattacharya, 2001; Webb, 1999; Webb and Mohr, 1998) and extends the applicability of societal marketing to Thai consumers. Moreover, societal marketing program identity, when compared with other variables, illustrates the most powerful impact on customers' attitudes toward corporate image. Findings of this research support that corporate communications also have a positive impact on Thai consumers' attitudes toward corporate image.

### **Managerial implications**

The managerial implications of this research are for corporate marketers at two levels, strategic and operational. Strategically, marketers in Thailand have favored approaches other than societal marketing when wanting to create a positive corporate image. The key finding of this research that a positive relationship exists

---

between the implementation of societal marketing programs and attitude toward corporate image, will encourage support for the implementation of societal marketing programs as a strategy to improve corporate image. Once a company has decided to adopt a societal marketing program, the findings of this research then have several implications for how this strategy should be operationalised.

Firstly, in operational terms this research highlights the importance of the selection of a “cause” that will appeal to target consumers. Prior studies suggested that the personal relevance of a cause has the most influence in determining consumer’s response to societal marketing offers (Ross and Patterson, 1992; Webb, 1999). The results of this research support these findings as two groups of respondents, (“lower education” and “married”) show a significantly more positive attitude toward Cerebos as a result of the Brand’s Educational Summer Camp program. These two segments expressed the greatest level of concern for improving existing education and their children’s future education. Therefore, when implementing a societal marketing program, marketers must ensure the selection of a cause that their target consumers will really care about.

Finally, the findings of this research indicate that primary program communications such as company seminars and magazines are the most effective type of communication for a societal marketing program. Hence, marketers who handle either corporate communications or societal program communications should focus on primary communications over other types such as advertising and word-of-mouth.

### **Limitations and future research**

While this research has extended previous studies and used a rigorous methodology, some minor limitations exist. Firstly, the scales used in the measurement of societal marketing program identity, corporate communications and attitudes toward corporate image in this research were largely adapted from corporate image/identity theory and societal marketing theory and require further validation. Secondly, the sampling frame used in this study was Cerebos’ customer database representing approximately 2 percent of total customers. Therefore, results can be generalized only for customers within that database, but not for all Cerebos customers. This study also only addressed one societal marketing program and did not compare across other societal marketing programs. Additionally, results cannot be generalized across other industries and other developing country contexts.

Thirdly, it is noted that the survey instrument measured attitudes toward corporate image at a particular point in time. It is a risk to suggest that this model will predict the actual stage of consumers’ attitude toward corporate image since corporate image is both dynamic and complex (LeBlanc and Nguyen, 1996) and is the net result of the interaction of a person’s beliefs, ideas, feelings and impressions about an object, existing in the mind of that person (Van Rekom, 1997). The possibility of respondents’ bias of the results might occur because it is possible that respondents with experiences of the Brands’ Educational Summer Camp program may be more likely to respond to the survey than respondents with little or no exposure to the program. Fourthly, it should be noted that the factor of familiarity or contact with the Brands’ Educational Summer Camp program was not considered in this study. Therefore, it might have had an impact on customers’ attitudes toward the company and response rate.

Fifthly, it should be noted that the original questionnaire was administered in Thai. The questions used have been translated from the original and back again to ensure that they approach the intended meaning as closely as possible. However, some subtleties will always remain difficult to translate. Sixthly, the effects of using a customer-based sampling frame may have had some impact on results.

Finally, favorable results in any modeling are relative and not absolute (Hair *et al.*, 1998). The modified model chosen by using overall goodness-of-fit measures does not imply that it represents a valid reflection of reality. Model adequacy in this research is based upon multiple criteria that take account of theoretical, statistical and practical considerations (Diamantopoulos and Siguaw, 2000). Therefore, the results of this research are relative but not absolute.

The above-outlined limitations do not however minimize the significance of the results and the findings of this research. Instead, they are addressed for the improvement of and to further research in this area.

This research has provided opportunities for future research. Future research could consider conducting investigations among other stakeholders such as employees, shareholders and government. Do those groups respond differently to the consumers of this research? Further, studies of different societal marketing programs could show another interesting aspect for future investigation.

In addition to the factor of familiarity with the societal marketing program, further study between respondent groups of high and low familiarity could be conducted to identify whether familiarity impacts on customers' attitudes toward the company. In relation to employee's role in corporate image formation, future research could investigate the influence of employee's behavior on consumers' attitudes toward corporate image.

Finally, in relation to the model proposed in this research, future research could be extended to different societal marketing programs and strategies across different industries. Do customers feel the same way as these research findings indicate? Future investigation could examine whether or not resultant patterns in other countries particularly in Asia correspond with those of Thailand. Do Asian and western customers feel the same way as these research findings indicate?

## References

- Abratt, R. (1989), "A new approach to the corporate image management process", *Journal of Marketing Management*, Vol. 5 No. 1, pp. 63-76.
- Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103 No. 3, pp. 411-23.
- Andreasen, A.R. (1995), *Marketing Social Change: Changing Behavior to Promote Health, Social Development and the Environment*, Jossey-Bass, San Francisco, CA.
- Andreasen, A.R. (1996), "Profits for non-profits: find a corporate partner", *Harvard Business Review*, Vol. 74, pp. 47-59.
- Balabanis, G.C., Hugh, P. and Lyall, J. (1998), "Corporate social responsibility and economic performance in the top British companies: are they links?", *European Business Review*, Vol. 98 No. 1, pp. 25-44.
- Balmer, J.M.T. and Gray, E.R. (2000), "Corporate identity and corporate communications: create a competitive advantage", *Industrial and Commercial Training*, Vol. 32 No. 7, pp. 256-62.

- Balmer, J.M.T. and Stotvig, S. (1997), "Corporate identity and private banking: a review and case study", *International Journal of Bank Marketing*, Vol. 15 No. 5, pp. 169-84.
- Barich, H. and Kotler, P. (1991), "A framework for marketing image management", *Sloan Management Review*, Vol. 32 No. 4, pp. 94-104.
- Barone, M.J., Miyazaki, A.D. and Taylor, K.A. (2000), "The influence of cause-related marketing on consumer choice: does one good turn deserve another?", *Journal of the Academy of Marketing Science*, Vol. 28 No. 2, pp. 248-62.
- Bednall, S. and Kanuk, W. (1997), *Consumer Behaviour*, Prentice-Hall, Sydney.
- Bennett, R. and Gabriel, H. (2000), "Charity affiliation as a determinant of product purchase decisions", *Journal of Product & Brand Management*, Vol. 9 No. 4, pp. 255-70.
- Berger, I.E., Cunningham, P.H. and Kozinets, V.R. (1999), "Consumer persuasion through cause-related advertising", *Advances in Consumer Research*, Vol. 26, pp. 491-7.
- Brønn, P.S. and Vrioni, A.B. (2001), "Measuring Norwegians skepticism to cause related marketing", paper presented at European Marketing Association Conference, Bergen, May.
- Brown, T.J. and Dacin, P.A. (1997), "The company and the product: corporate associations and consumer product responses", *Journal of Marketing*, Vol. 61, pp. 68-84.
- Business in the Community (1997), "The winning game consumer research", available at: [www.marketing.haynet.com/features/causere/research.html](http://www.marketing.haynet.com/features/causere/research.html) (accessed June 8, 2001).
- Business in the Community (1998), "The game plan in-depth consumer research", available at: [www.marketing.haynet.com/features/causere/research.html](http://www.marketing.haynet.com/features/causere/research.html) (accessed June 8, 2001).
- Caruana, A. (1997), "Corporate reputation: concept and measurement", *Journal of Product & Brand Management*, Vol. 6 No. 2, pp. 109-18.
- Cavill + Co (1997a), "The UK experience", available at: [www.cavill.com.au/CRM/UK.html](http://www.cavill.com.au/CRM/UK.html) (accessed June 8, 2001).
- Cavill + Co (1997b), "Cause related marketing in Australia – the new bottom line", available at: [www.cavill.com.au/Australia/NewBottomLine/Origin.html](http://www.cavill.com.au/Australia/NewBottomLine/Origin.html) (accessed June 8, 2001).
- Cohen, R. (1963), "The measurement of corporate images", in Riley, J.W. (Ed.), *The Corporation and Its Publics*, Wiley, New York, NY, pp. 48-63.
- Cone, Inc. (2000), "Cashing in on teen spirit: companies that support causes win teen loyalty and dollars", available at: [www.coneinc.com/website/teen2000.html](http://www.coneinc.com/website/teen2000.html) (accessed May 4, 2001).
- Cone, Inc. (2001), "Post-September 11th: major shift in American attitudes towards companies involve with social issues", available at: [www.coneinc.com/Pages/pr\\_8.html](http://www.coneinc.com/Pages/pr_8.html) (accessed June 30, 2003).
- Cone, Inc. (2002), "Cone corporate citizen study", available at: [www.coneinc.com/pages/pr\\_13.html](http://www.coneinc.com/pages/pr_13.html) (accessed June 30, 2003).
- Cone/Roper Communications (1994), press release, January 1, Boston, MA.
- Cone/Roper Communications (1997), press release, January 1, Boston, MA.
- Cone/Roper Communications (1999), press release, March 8, Boston, MA.
- Cornelissen, J. (2000), "Corporate image: an audience centered model", *Corporate Communications: An International Journal*, Vol. 5 No. 2, pp. 119-25.
- Creyer, E.H. and Ross, W.T. Jr (1997), "The influence of firm behavior on purchase intention: do consumers really care about business ethics?", *Journal of Consumer Marketing*, Vol. 14 No. 6, pp. 421-32.
- Czaja, R. (1998), "Questionnaire pretesting comes of ages", *Marketing Bulletin*, Vol. 9, pp. 52-66.

- Davis, J.J. (1994), "Consumer response to corporate environment advertising", *Journal of Consumer Marketing*, Vol. 11 No. 2, pp. 25-47.
- Diamantopoulos, A. and Sigauw, A.S. (2000), *Introducing LISREL: A Guide for the Uninitiated*, Sage, Thousand Oaks, CA.
- Dillman, D.A. (1978), *Mail and Telephone Surveys – The Total Design Method*, Wiley, New York, NY.
- Dowling, G.R. (1986), "Managing your corporate images", *Industrial Marketing Management*, Vol. 15, pp. 109-15.
- Ellen, P.S., Mohr, L.A. and Webb, D.J. (2000), "Charitable programs and the retailer: do they mix?", *Journal of Retailing*, Vol. 76 No. 3, pp. 393-406.
- Embley, L.L. (1993), *Doing Well While Doing Good*, Prentice-Hall, Englewood Cliffs, NJ.
- Fombrun, C. (1996), *Reputation: Realizing Value from the Corporate Image*, Harvard Business School Press, Boston, MA.
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurements errors", *Journal of Marketing Research*, Vol. 18 No. 2, pp. 39-50.
- Goldberg, R. (1999), "Corporate image: business competency vs. social conscience", PhD dissertation, Department of Psychology, Harvard University, Cambridge, MA, available at: [www.lib.umi.com/dissertations/fullcit/9921506](http://www.lib.umi.com/dissertations/fullcit/9921506) (accessed June 6, 2001).
- Gotsi, M. and Wilson, A.M. (2001), "Corporate reputation management: 'living the brand'", *Management Decision*, Vol. 39 No. 2, pp. 99-104.
- Hair, J.F. Jr, Anderson, R.E., Tatham, R.L. and Black, W.C. (1998), *Multivariate Data Analysis*, 5th ed., Prentice-Hall, Englewood Cliffs, NJ.
- Hegarty, H. and Burton, B. (1999), "Determinants of student corporate social responsibility orientation", *Business and Society*, Vol. 38, pp. 188-205.
- Hoeffler, S. and Keller, K.L. (2002), "Building brand equity through corporate societal marketing", *Journal of Public Policy and Marketing*, Vol. 21 No. 1, pp. 78-89.
- Jayne, V. (2001), "Positive partnering", *New Zealand Marketing Magazine*, Vol. 19 No. 11, pp. 24-7.
- Kaplan, D. (2002), "How to play the name game with women, men", *Adweek New England Edition*, Vol. 39 No. 36, p. 3.
- Kennedy, S.H. (1977), "Nurturing corporate image: total communication or ego trip?", *European Journal of Marketing*, Vol. 11 No. 3, pp. 119-64.
- Kotler, P. (2000), *Marketing Management*, 10th international edition, Prentice-Hall, Upper Saddle River, NJ, pp. 507-9.
- Kotler, P. (2003), *Marketing Management*, 11th ed., international ed., Prentice-Hall, Englewood Cliffs, NJ.
- LeBlanc, G. and Nguyen, N. (1996), "Cues used by customer evaluating corporate image in service firms: an empirical study in financial institutions", *International Journal of Service Industry Management*, Vol. 7 No. 2, pp. 44-56.
- McAlister, D.T. and Ferrell, L. (2002), "The role of strategic philanthropy in marketing strategy", *European Journal of Marketing*, Vol. 36 Nos 5/6, pp. 689-705.
- McWilliams, A. (2001), "Corporate social responsibility: a theory of the firm perspective", *Academy of Management Review*, Vol. 26 No. 1, pp. 117-28.
- Madrigal, R. (2000), "The role of corporate associations in new product evaluation", *Advances in Consumer Research*, Vol. 27, pp. 80-6.

- Maignan, I. and Ferrell, O.C. (2001), "Corporate citizenship as a marketing instrument-concept, evidence and research directions", *European Journal of Marketing*, Vol. 35 Nos 3/4, pp. 457-84.
- Markwick, N. and Fill, C. (1997), "Towards a framework for managing corporate identity", *European Journal of Marketing*, Vol. 31 No. 5, pp. 396-409.
- Marsden, C. (2000), "The new corporate citizenship of big business: part of the solution to sustainability?", *Business and Society Review*, Vol. 105 No. 1, pp. 9-25.
- Melewar, T.C., Saunders, J. and Balmer, J.M.T. (2001), "Cause, effect and benefits of a standardized corporate visual identity system of UK companies operating in Malaysia", *European Journal of Marketing*, Vol. 35 Nos 3/4, pp. 414-27.
- Meyer, H. (1999), "When the cause is just", *Journal of Business Strategy*, Vol. 20, pp. 27-31.
- Morton, C.R. (1999), "Corporate social advertising's effect on audience attitudes toward company and cause", PhD dissertation, Faculty of Business Administration, The University of Texas at Austin, Austin, TX, available at: [www.lib.umi.com/dissertations/fullcit/9956894](http://www.lib.umi.com/dissertations/fullcit/9956894) (accessed June 7, 2001).
- Nunnally, J.C. (1978), *Psychometric Theory*, McGraw-Hill, New York, NY.
- Ozanne, L.K., Humphrey, C.R. and Smith, P.M. (1999), "Gender, environmentalism and interest in forest certification: Mohai's paradox revisited", *Society and Natural Resources*, Vol. 6, pp. 613-23.
- Peppas, S.C. and Peppas, G.J. (2000), "Business ethic in the European Union: a study of Greek attitudes", *Management Decision*, Vol. 38 No. 6, pp. 369-76.
- Pharoah, N. (1982), "Corporate image research in the brewing industry or from red revolution to country goodness in years", *Journal of Marketing Research Society*, Vol. 24 No. 3, pp. 240-56.
- Porter, M.E. and Kramer, M.R. (2002), "The competitive advantage of corporate philanthropy", *Harvard Business Review*, Vol. 80 No. 2, pp. 56-68.
- Pringle, H. and Thompson, M. (1999), *Brand Spirit: How Cause Related Marketing Builds Brands*, Wiley, Chichester.
- Ross, J. III and Patterson, L.T. (1992), "Consumer perceptions of organizations that use cause-related marketing", *Journal of the Academy of Marketing Science*, Vol. 20 No. 1, pp. 93-7.
- Roy, D.P. and Graeff, T.R. (2003), "Consumer attitudes toward cause-related marketing activities in professional sports", *Sport Marketing Quarterly*, Vol. 12 No. 3, pp. 163-72.
- Sen, S. and Bhattacharya, C.B. (2001), "Does doing good always lead to doing better? Consumer reaction to corporate social responsibility", *Journal of Marketing Research*, Vol. 38 No. 2, pp. 225-43.
- Straughan, R.D. and Roberts, J.A. (1999), "Environmental segmentation alternative: a look at green consumer behavior in the new millennium", *Journal of Consumer Marketing*, Vol. 16 No. 6, pp. 558-75.
- Stuart, H. (1998), "Exploring the corporate identity/corporate image interface: an empirical study of accounting firms", *Journal of Communication Management*, Vol. 2 No. 4, pp. 357-71.
- Stuart, H. (1999), "Towards a definite model of the corporate identity management process", *Corporate Communications: An International Journal*, Vol. 4 No. 4, pp. 200-7.
- Teng, F., Poon, J., Wei, M., Yuen, S. and Suan, W. (2000), "Enhancing corporate image in organizations", *Management Research News*, Vol. 23 Nos 5/6, pp. 28-54.

- Van Heerden, C.H. and Puth, G. (1995), "Factors that determine the corporate image of South African banking institutions: an exploratory investigation", *International Journal of Bank Marketing*, Vol. 13 No. 3, pp. 12-17.
- Van Rekom, J. (1997), "Deriving an operational measure of corporate identity", *European Journal of Marketing*, Vol. 31 No. 5, pp. 410-22.
- Van Riel, C.B.M. and Balmer, J.M.T. (1997), "Corporate identity: the concept, its measurement and management", *European Journal of Marketing*, Vol. 31 No. 5, pp. 340-55.
- Varadarajan, P.R. and Menon, A. (1988), "Cause-related marketing: a coalition of marketing strategy and corporate philanthropy", *Journal of Marketing*, Vol. 52, pp. 58-74.
- Vidaver-Cohen, D. and Altman, B.W. (2000), "Corporate citizenship in the new millennium: foundation for architecture of excellence", *Business and Society Review*, Vol. 105 No. 1, pp. 145-68.
- Webb, D.J. (1999), "Consumer attributions regarding cause-related marketing offers and their impact on evaluations of the firm and purchase intent: an experimental examination", PhD dissertation, Faculty of Business Administration, Georgia State University, Atlanta, GA, available at: [www.lib.umi.com/dissertations/fullcit/9924335](http://www.lib.umi.com/dissertations/fullcit/9924335) (accessed June 7, 2001).
- Webb, D.J. and Mohr, L.A. (1998), "A typology of consumer responses to cause-related marketing: from skeptics to socially concerned", *Journal of Public Policy and Marketing*, Vol. 17 No. 2, pp. 226-39.
- Yin, R.K. (2003), *Case Study Research: Design and Methods*, 3rd ed., Sage, Thousand Oaks, CA.

### Further reading

- Bagozzi, R.P. and Yi, Y. (1988), "On the evaluation of structural equation models in experimental designs", *Journal of the Academy of Marketing Science*, Vol. 16, pp. 74-94.
- Balmer, J.M.T. (2001), "Corporate identity, corporate branding and corporate marketing-seeing through the fog", *European Journal of Marketing*, Vol. 35 Nos 3/4, pp. 248-91.
- Breckler, S.J. (1984), "Empirical validation of affect, behavioural and cognition as distinct components of attitudes", *Journal of Personality and Social Psychology*, Vol. 47, pp. 1191-205.
- Bromley, D.B. (2001), "Relationships between personal and corporate reputation", *European Journal of Marketing*, Vol. 35 Nos 3/4, pp. 316-34.
- Burgoon, M., Pfau, M. and Brik, T.S. (1995), "An inoculation theory explanation for effects of corporate issue/advocacy advertising campaigns", *Communication Research*, Vol. 22 No. 4, pp. 485-505.
- Christensen, L.T. and Askegaard, S. (2001), "Corporate identity and corporate image revisited-a semiotic perspective", *European Journal of Marketing*, Vol. 35 Nos 3/4, pp. 292-315.
- Clow, K.E., Kurtz, D.L., Ozment, J. and Ong, B.S. (1997), "The antecedents of consumer expectations of services: an empirical study across four industries", *Journal of Services Marketing*, Vol. 11 No. 4, pp. 230-48.
- Cone, C.L., Feldman, M.A. and DaSilva, A.T. (2003), "Causes and effects", *Harvard Business Review*, Vol. 81 No. 7, pp. 95-101.
- Dowling, G.R. (1993), "Developing your corporate images into a corporate asset", *Long Range Planning*, Vol. 26 No. 2, pp. 101-9.
- Dutton, J.E., Dukerich, J.M. and Harquail, C.V. (1994), "Organization images and member identification", *Administration Science Quarterly*, Vol. 39, pp. 239-63.

- Eagly, A.H. and Chaiken, S. (1993), *The Psychology of Attitudes*, Harcourt Jovanovich, Fort Worth, TX.
- Easley, R.W., Bearden, W.O. and Teel, J.E. (1995), "Testing predictions derived from inoculation theory and the effectiveness of self-disclosure communications strategies", *Journal of Business Research*, Vol. 34, pp. 93-105.
- Fazio, R.H. (1990), "Multiple processes by which attitudes guide behaviour: the mode model as an integrative framework", in Zanna, M.P. (Ed.), *Advances in Experimental Social Psychology*, Vol. 23, Academic Press, San Diego, CA, pp. 75-109.
- Fazio, R.H. and Zanna, M.P. (1981), "Direct experience and attitude-behavior consistency", in Berkowitz, L. (Ed.), *Advances in Experimental Social Psychology*, Academic Press, New York, NY, pp. 161-202.
- Fishbein, M. and Ajzen, I. (1975), *Belief, Attitude, Intention and Behavior: An Introduction to Theory and Research*, Addison-Wesley, Reading, MA.
- Gorn, G. (1982), "The effects of music in advertising on choice behavior: a classical conditioning approach", *Journal of Marketing*, Vol. 46, pp. 94-101.
- Greyser, S.A. (1999), "Advancing and enhancing corporate reputation", *Corporate Communications: An International Journal*, Vol. 4 No. 4, pp. 177-81.
- Grönroos, C. (2000), *Service Management and Marketing: A Customer Relationship Management Approach*, 2nd ed., Wiley, Chichester.
- Haddock, G. and Zanna, M.P. (1993), "Predicting prejudicial attitudes: the importance of affect, cognition and the feeling-belief dimension", *Advances in Consumer Research*, Vol. 20, pp. 315-8.
- Hawkins, D.I., Best, R.J. and Coney, K.A. (1998), *Consumer Behavior: Building Marketing Strategy*, 7th ed., McGraw-Hill, New York, NY.
- Jöreskog, K. (2000), "Latent variable scores and their uses", available at: [www.sscientral.com/lisrel/column6.htm](http://www.sscientral.com/lisrel/column6.htm) (accessed April 29, 2003).
- Kempf, D.S. (1999), "Attitude formation from product trial: distinct roles of cognition and affect for hedonic and functional products", *Psychology Marketing*, Vol. 16, pp. 35-50.
- Key, S. and Popkin, S.J. (1998), "Integrating ethics into the strategic management process: doing well by doing good", *Management Decision*, Vol. 36 No. 5, pp. 331-8.
- Kim, J., Lim, J.S. and Bhargava, M. (1998), "The role of affect in attitude formation: a classical conditioning approach", *Journal of the Academy of Marketing Science*, Vol. 26 No. 2, pp. 143-52.
- Kurtz, D.L. and Clow, K.E. (1991), "A model for evaluating service quality", *Journal of Marketing Management*, Vol. 2, pp. 51-60.
- Lafferty, B.A. (1999), "Assessing cause-brand alliance evaluations on sequent attitudes toward the cause and the brand", PhD dissertation, Business Administration faculty, The Florida State University, Tallahassee, FL, available at: [www.lib.umi.com/dissertations/fullcit/9948602](http://www.lib.umi.com/dissertations/fullcit/9948602) (accessed June 7, 2001).
- Melewar, T.C. and Saunders, J. (2000), "Global corporate visual identity system: using an extended marketing mix", *European Journal of Marketing*, Vol. 34 Nos 5/6, pp. 538-50.
- Middlestadt, S.E. (1990), "The effect of background and ambient color on product attitudes and beliefs", in Goldberg, M.E., Gore, G.J. and Pollay, R.W. (Eds), *Advances in Consumer Research*, Vol. 17, Association for Consumer Research, Provo, UT, pp. 244-9.
- Pashupati, K., Arpan, L. and Nikolaev, A. (2002), "Corporate advertising as inoculation against negative news: an experimental investigation of efficacy and presentation order effects", *Journal of Current Issues & Research in Advertising*, Vol. 24 No. 2, pp. 1-15.

- Piacentini, M., MacFadyen, L. and Eadie, D. (2000), "Corporate social responsibility in food retailing", *International Journal of Retail and Distribution Management*, Vol. 28 No. 11, pp. 459-69.
- Robert, J.A. and Bacon, D.R. (1997), "Exploring the subtle relationships between environmental concern and ecologically conscious consumer behavior", *Journal of Business Research*, Vol. 40 No. 1, pp. 79-89.
- Roderick, P.M. (1999), *Test Theory: A Unified Treatment*, Lawrence Erlbaum Associates, Inc., Mahwah, NJ.
- Simon, F.L. (1995), "Global corporate philanthropy: a strategic framework", *International Marketing Review*, Vol. 12 No. 4, pp. 20-37.
- Simons, J. and Carey, K.B. (1998), "A structural analysis of attitudes toward alcohol and marijuana use", *Personality and Social Psychology Bulletin*, Vol. 24, pp. 727-35.
- Vyakarnam, S. (1992), "Social responsibility: what leading companies do", *Long Range Planning*, Vol. 25 No. 5, pp. 59-67.
- West, S.G., Finch, J.F. and Curran, P.J. (1995), "Structural equation problems with nonnormal factors", in Hoyle, R.H. (Ed.), *Structural Equation Modeling: Concepts, Issues and Applications*, Sage, Thousand Oaks, CA.
- Zanna, M.P. and Rempel, J.K. (1988), "Attitudes: a new look at an old concept", in Bar-Tal, D. and Kruglanski, A.W. (Eds), *The social Psychology of Knowledge*, Cambridge University Press, Cambridge, pp. 315-34.
- Zikmund, W.G. (1997), *Business Research Methods*, 4th ed., Dryden Press, New York, NY.

**Corresponding author**

Apisit Chattananon can be contacted at: [apisitc@communicationandmore.com](mailto:apisitc@communicationandmore.com)

Appendix 1. Results of confirmatory factor analysis for model constructs

	PROGCOM 1	PROGCOM 2	PROGCOM 3	VISUAL SYM	TANG SYMB	PER BENEFIT	MANAGER
<i>A. Correlations of societal marketing program identity's dimensions</i>							
PROGCOM 1	(0.69)						
PROGCOM 2	0.72*	(0.76)					
PROCOM 3	0.51*	0.65*	(0.89)				
VISUALSYM	0.27*	0.33*	0.23*	(0.78)			
TANGSYM	0.22*	0.39*	0.29*	0.46*	(0.81)		
PERBENEFIT	0.20*	0.47*	0.31*	0.44*	0.71*	(0.77)	
MANAGER	0.14*	0.32*	0.20*	0.40*	0.42*	0.68*	(0.82)
<i>B. Factor loadings of societal marketing program identity</i>							
Company staff	0.71*						
Company magazine	0.47*						
Company seminars	0.77*						
Radio		0.68*					
Newspaper		0.62*					
Banner		0.74*					
Internet		0.61*					
Friends			0.81*				
Teachers			0.86*				
Alumni			0.88*				
Program's name				0.46*			
Program's logo				0.87*			
Colour of logo				0.85*			
Tuition books					0.79*		
Lecturers					0.86*		
University					0.63*		
Satellite system					0.58*		
Free participation						0.69*	
Long-term establishment						0.65*	
Benefit to students						0.75*	
Benefit to society						0.61*	
Management priority							0.82*
Management realization							0.78*
Management support							0.72*

**Notes:** \* $P < 0.05$ . Construct reliabilities are reported along the diagonal in section A. PROGCOM 1 = primary program communications, PROGCOM 2 = secondary program communications, PROGCOM 3 = tertiary program communications, VISUALSYM = visual symbolism, TANGSYM = tangible symbolism, PERBENEFIT = perceived benefit and MANAGER = management behavior

**Table AI.** Societal marketing program identity measurement (SMPI)

SBR  
2,3

252

**Table AII.**  
Corporate communication  
(CM)

	Primary communications	Secondary communications	Tertiary communications
<i>A. Correlations of corporate marketing communication's dimensions</i>			
Primary communications	(0.73)		
Secondary communications	0.54*	(0.86)	
Tertiary communications	0.57*	0.51*	(0.86)
<i>B0. Factor loadings of corporate marketing communication</i>			
Company staff	0.70*		
Company web site	0.56*		
Promotional girls	0.80*		
Television		0.64*	
Radio		0.80*	
Newspaper		0.87*	
Magazines		0.77*	
Friends			0.78*
Elders			0.92*
Family			0.75*

**Notes:** \* $P < 0.05$ . Construct reliabilities are reported along the diagonal in section A

**Table AIII.**  
Attitude towards  
company (attitude)

	Believe	Feeling
<i>A. Correlations of attitude towards company's dimensions</i>		
Believe	(0.83)	
Feeling	0.82*	(0.90)
<i>B. Factor loadings of attitude towards company</i>		
Long establishment	0.65*	
Quality products	0.73*	
Product advertising	0.51*	
Customer care	0.74*	
Sponsorship	0.70*	
Company's name	0.71*	
Product satisfaction		0.73*
Product familiarity		0.62*
Recommendation		0.66*
Company likeness		0.78*
Better product quality		0.70
Positive feeling towards company		0.40*

**Notes:** \* $P < 0.05$ . Construct reliabilities are reported along the diagonal in section A

Appendix 2. AVEs and correlations of the constructs

$$AVE = \frac{(\sum \lambda^2)}{[\sum \lambda^2 + \sum(\theta)]}$$

$$SMPI = \frac{(0.59^2 + 0.77^2 + 0.74^2 + 0.49^2 + 0.58^2 + 0.68^2 + 0.88^2)}{(0.59^2 + 0.77^2 + 0.74^2 + 0.49^2 + 0.58^2 + 0.68^2 + 0.88^2) + (0.65^2 + 0.41^2 + 0.45^2 + 0.76^2 + 0.66^2 + 0.54^2 + 0.23^2)}$$

$$SMPI = 0.61$$

$$CMC = \frac{(0.66^2 + 0.80^2 + 0.72^2)}{(0.66^2 + 0.80^2 + 0.72^2) + (0.56^2 + 0.36^2 + 0.48^2)}$$

$$CMC = 0.70$$

$$ATTITUDE = \frac{(0.97^2 + 0.82^2)}{(0.97^2 + 0.82^2) + (0.06^2 + 0.33^2)}$$

$$ATTITUDE = 0.94$$

	Attitude	SMPI	CMC	GENDER	AGE	EDU	INCOME	STATUS
Attitude	1.00							
SMPI	0.54	1.00						
CMC	0.51	0.57	1.00					
GENDER	0.05	0.05	0.12	1.00				
AGE	0.04	-0.04	-0.04	-0.07	1.00			
EDU	-0.11	0.01	-0.02	0.01	-0.15	1.00		
INCOME	0.00	-0.05	-0.02	-0.14	0.52	0.25	1.00	
STATUS	0.10	-0.03	-0.02	-0.09	0.62	-0.18	0.39	1.00

**Table AIV.**  
Correlations of the constructs

**This article has been cited by:**

1. Ki-Han Chung, Ji-Eun Yu, Myeong-Guk Choi, Jae-Ik Shin. 2015. The Effects of CSR on Customer Satisfaction and Loyalty in China: The Moderating Role of Corporate Image. *Journal of Economics, Business and Management* 3:5, 542-547. [[CrossRef](#)]
2. Hatane Samuel, Sharon Sagita Chandra. 2014. The Analysis of Corporate Social Responsibility Implementation Effects towards Price Fairness, Trust and Purchase Intention at Oriflame Cosmetics Product in Surabaya. *Procedia - Social and Behavioral Sciences* 155, 42-47. [[CrossRef](#)]
3. Prashant Kumar. 2014. Greening retail: an Indian experience. *International Journal of Retail & Distribution Management* 42:7, 613-625. [[Abstract](#)] [[Full Text](#)] [[PDF](#)]
4. Friederike SchultzCorporate Social Responsibility, Reputation, and Moral Communication: A Constructivist View 362-375. [[CrossRef](#)]
5. Isabel Buil, Eva Martínez, Teresa Montaner. 2012. La influencia de las acciones de marketing con causa en la actitud hacia la marca. *Cuadernos de Economía y Dirección de la Empresa* 15:2, 84-93. [[CrossRef](#)]
6. Mark Eisenegger, Mario SchranzReputation Management and Corporate Social Responsibility 128-146. [[CrossRef](#)]
7. Mian-yun Chen, Yi Lin, Hejing Xiong, Damijan Prosenak, Matjaž Mulej, Boris Snoj. 2008. A requisitely holistic approach to marketing in terms of social well-being. *Kybernetes* 37:9/10, 1508-1529. [[Abstract](#)] [[Full Text](#)] [[PDF](#)]