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**ERASMUS UNIVERSITY ROTTERDAM**

Erasmus School of Economics

Master in Economics and Business, Marketing

Master Thesis

# **Different Corporate Social Responsibility (CSR) Initiatives: An Analysis on How They Influence the Dutch Consumer's Brand Perception**

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Rotterdam, 10 July 2018

# EXECUTIVE SUMMARY

The knowledge obtained from this research, will give managers the ability to create more efficient Corporate Social Responsibility (CSR) programs to include in their marketing strategy, so they could build a more positive brand image. The central research question of this thesis, followed by the theoretical subquestions:

*How do different forms of Corporate Social Responsibility influence the brand perception of Dutch consumers?*

- What is Corporate Social Responsibility?
- What is Philanthropy?
- What is Sponsorship?
- What is Cause Related Marketing?
- What is Functional Value of CSR to the customer?

Literature suggests that CSR is a very complex concept, in the sense that some of the forms overlap. Whereas most of the studies found that there is a positive influence of the most forms of CSR on customers' brand perception, there are also some researchers who take the opposite point of view. In this thesis it is investigated to what extent the forms of CSR influence Dutch customers' brand perception, and how sponsorship and cause-related marketing interact.

The four forms of CSR that were part of the empirical research are philanthropy, sponsorship, cause-related marketing and functional CSR, as described in the theoretical research. It is necessary to examine which CSR initiatives influence the brand perception. In order to do so, a survey (n=202) is setup in Qualtrics, in which participants were asked to rate their brand perception, given a mini-case example per particular CSR initiative. The effects of the initiatives are compared with the brand perception when CSR activities are absent. More specifically, a one-way ANOVA has been analyzed, followed by a Tukey HSD (post-hoc) test.

It appeared that philanthropy is the (only) CSR activity that is preferred by the consumer, in the sense that it is the only type of CSR that improves consumer's brand perception. Functional value CSR, sponsorship and cause-related marketing did not seem to have any effect. However, when combining sponsorship with cause-related marketing, the effect seemed to be negative. This could be explained by the fact that this is rather seen by the consumer as a strategic marketing decision that obviously benefits the company, instead of a pure CSR activity.

On the basis of this research, management is recommended to start orientating in the world of philanthropy (as in donating money to charity without expecting any direct return), as it has a positive influence on brand perception. If the objective of the company is to create a more favorable brand perception, philanthropy is a matter that might help with achieving this objective.

However, the author advises management to be careful in presenting sponsorship and cause-related marketing campaigns; it should not be too obvious that the company itself benefits from CSR activities. There is namely a risk involved that consumers view this with suspicion, which could be at the expense of their perception of your brand. It would be sensible to put focus on the benefits of the charity, environment or society and certainly not on the company.

A recommendation for future research is to examine whether a better brand perception actually leads to higher willingness to pay, or other changes in customers' buying behavior. It would be interesting to investigate the role of CSR in this. Furthermore, there are many combinations and/or variations of the classic initiatives as described, and there are undoubtedly multiple types of initiatives that have not even been discussed. It might become a quite difficult task, but further research is recommended to make a clear and comprehensive framework of (all) different CSR activities and categories, selected and categorized by multiple criteria.

# ACKNOWLEDGEMENTS

Hereby I would first like to thank my thesis supervisor, Dr. Arie Barendregt of the Erasmus School of Economics at Erasmus University Rotterdam, for his knowledge, advice and enthusiasm throughout the last 8 months (from November 2017 until July 2018). He consistently provided me feedback and sent me into the right direction whenever I needed it.

Furthermore, I would like to thank Prof. Dr. Bas Donkers of the Erasmus School of Economics at Erasmus University Rotterdam, as the second reader of this thesis.

I would also like to thank my parents Khanh Pham and Lien Nguyen, for their unconditional support and motivation.

Bien Pham

Rotterdam, July 2018

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# **Chapter 1**

## **INTRODUCTION**

1.1 Topic

1.2 Relevance

1.3 Central Research Question

## 1.1 Topic

Nowadays, in a society that attaches value to (environmental) sustainability and that holds large (multinational) organizations responsible for having the power to pursue this, corporate social responsibility (CSR) is a concept that can no longer be ignored. CSR activities come with their own costs and benefits, which could either be monetary or non-monetary (Weber, 2008). It is not a secret that the first objective of commercial organizations is profit (Carroll, 1991), which comes from customers who - intuitively saying - have much lower incentive to buy from firms with a reputation that is bad (whether this hypothesis is true will be investigated in one of the subquestions). As CSR implies that the company does something good for the society and/or the environment, these activities could among other things lead to a better reputation. Also, some CSR activities can be beneficial for the consumer as well, since there are CSR activities that have the ability to add functional value to the consumer. Therefore, we could assume that CSR activities could have the potential to increase monetary incentives in the long run.

This statement is confirmed by Aguinis and Glavas (2012), who found out that expected financial outcomes were actually the main reason for firms to carry out CSR. The pyramid of CSR (Carroll, 1991) tells us indeed that the economic responsibilities (in other words: making profit) are the most fundamental obligations that business has to society, which implies that the monetary aspect cannot be ignored when talking about CSR. Besides this profit-maximizing argument for carrying out CSR activities, there is also the argument of 'doing the right thing' in correlation with the values of the firm (Aguinis & Glavas, 2012).

As there is an infinite variety in CSR activities, summing up them all would be a very inconvenient thing to do. This research will therefore only consider a limited segment of these multiple CSR activities, for the sake of simplicity. These subtopics are among other things cause-related marketing, sponsorship



and philanthropy, and will elaborately be discussed in the literature study. Additionally, the research question will be tested through a quantitative research, which results we will use to compare with the results from the literature study.

## 1.2 Relevance

In the past decades, there have been many studies towards the correlation between CSR initiatives and financial success. As CSR could improve a firm's brand liking and brand trust, it could be used as a tool for attracting customers and maximizing profits. Therefore, it is of utmost importance to know how customers perceive such initiatives. Much research has been done to explore consumer attitudes and behaviors towards CSR. However, the type of CSR that was researched was not consistent in all these research (Green and Pelozo, 2011), so there are no conclusions found yet in this area. This research examines consumers' thoughts and attitudes towards different forms of CSR, which makes this subject academically relevant.

Not only will this research be relevant and useful for academicians, the outcomes of this research will also create better understanding among managers, as they will obtain insights in consumers' thoughts regarding the brand, depending on different types of CSR. Knowing which initiatives of CSR consumers will act most positively to, the managers can maximize the benefits for the firm when these 'successful' CSR activities are used when setting up a CSR activity or campaign. In other words, the knowledge obtained from this research, will give these managers the ability to create more efficient CSR programs to include in their marketing strategy, so they could mold a more positive brand image. In the end, they could eventually enjoy the (financial) benefits of it.

### 1.3 Central Research Question

'Although much research has been done to explore consumer attitudes and behaviors toward CSR, the form of CSR has not been consistent across these studies' (Green & Peloza, 2011). They recommend further exploration of consumer response to different CSR forms, and suggest that understanding may also be increased through the creation of more effective ways of measuring the value consumers receive from an exchange. Another suggestion of Green and Peloza (2011) is to explore if consumers prioritize certain CSR types in their purchase decision making. This study of Polonsky and Speed (2001) supports the argument that corporations must be concerned with the choice of CSR initiatives, as different types of CSRs will trigger different perceptions of the corporation. Therefore, the central research question of this thesis is:

*How do different forms of Corporate Social Responsibility influence the brand perception of Dutch consumers?*

The theoretical subquestions are as follows:

- What is Corporate Social Responsibility?
- What is Philanthropy?
- What is Sponsorship?
- What is Cause Related Marketing?
- What is Functional Value of CSR to the customer?

In this research, the consumer is assumed to be the same person as the customer; in other words, the person who makes the choice whether to buy the product or not is regarded as the same person who uses the product in the end. The definition of CSR and the reasons for firms to undertake CSR activities will be described in the next chapter. Considering the different forms of corporate social responsibility, we make the distinction between philanthropy; sponsorship; cause related marketing; CSR with functional value; and other

business practices. In the next chapter, these topics will be further elaborated on. In order to come up with an answer to this research question, the following empirical subquestions need to be answered:

- *Is there a positive correlation between the Corporate Social Responsibility initiatives and the consumer's brand preference?*

Whereas intuitively it might seem logical that a consumer's response to CSR is positive, and that their preference or liking towards a brand is higher when this brand carries out CSR initiatives, it is important that conclusions from this thesis will be drawn based on facts. Therefore, the objective of this question is finding the answer on whether consumers indeed have a higher brand preference or brand liking when a brand carries out Corporate Social Responsibility activities, or operates socially responsible, regardless of the type of Corporate Social Responsibility.

- *Do consumers prioritize certain types of Corporate Social Responsibility in their purchase decision making?*

This question will answer whether some forms of CSR are more effective for firms, because it analyzes how the consumer perceives certain types of CSR. Analyzing which ways to positively carry out CSR activities, could help both firms and consumers as they will get exposed to the CSR activities they like, which can add value to their shopping experience.

- *How do the different forms of Corporate Social Responsibility interact?*

The statistical interaction effects will also be analyzed, since it could be possible that it appears from the literature study that these exist. In that case, the outcome of the analysis (see Chapter 3 for the methodology of this statistical analysis) is expected to give a significant p-value for this certain interaction, and it is needed to interpret this interaction effect.

# **Chapter 2**

## **LITERATURE STUDY**

2.1 Corporate Social Responsibility

2.1.1 Dimensions of CSR

2.1.2 Pyramid of CSR

2.1.3 Motives for CSR

2.1.4 Summary of Subchapter 2.1

2.2 Philanthropy

2.3 Sponsorship

2.4 Cause Related Marketing

2.5 CSR with Functional Value

2.6 Other Business Practices

2.7 Conclusion from Literature Study

## 2.1 Corporate Social Responsibility

The definition and concept of corporate social responsibility is one that has been shaped and transformed by many academicians over the past decades. According to Carroll (1999), the 1950s were the decade in which the (modern) concept of corporate social responsibility started to develop, considering Howard Bowen as the 'Father of Corporate Social Responsibility'. In his book, *Social Responsibilities of the Businessman*, Bowen (1953) questioned the responsibilities of the businessman to society, and initiated the formal definition of CSR. The literature about CSR developed considerably in the 1960s, and the definitions became more specific in the 1970s. In the 1980s and 1990s, there are fewer original definitions of CSR found, as the emphasize in this decade lay more on research on CSR and on additional themes such as business ethics theory, sustainability and stakeholder theory (Carroll, 1999).

Through a content analysis, Dahlsrud (2008) investigated the definition of CSR. Dahlsrud (2008) considered five dimensions in which the definition were categorized to: environmental, social, economic, stakeholder and voluntary. The definition of the Commission of the European Communities (2001) had the highest frequency count and also captured all mentioned dimensions: 'a concept whereby companies integrate social and environmental concerns in their business operation and in their interaction with their stakeholders on a voluntary basis'.

### 2.1.1 Dimensions of CSR

Regarding the environmental dimension of CSR; Torugsa, O'Donohue, and Hecker (2013) suggest that this considers innovation, eco-efficiency, pollution prevention and environmental leadership. Leonidou, Katsikeas, and Morgan (2013) conceptualize green marketing programs as those that are designed to accomplish the firm's strategic and financial goals in ways that minimize their

negative (or enhance their positive) impact on the natural environment. They developed a new model of green marketing programs, and came to the conclusion that firms that have green marketing programs, and thus engage in the environmental dimension of corporate social responsibility, can realize positive product-market performance outcomes.

The social dimension of CSR has two points of focus: the workplace and the community. This dimension focuses on creating social cohesion and equity, health, safety, general well-being of employees, opportunities for training and development and enables firms to act as good citizens in the local community. Social and ethical questions of the stakeholders in the decision making should be considered, to come to acceptable outcomes for both the firm and its stakeholders (Torugsa, O'Donohue, & Hecker, 2013).

The economic dimension of CSR considers the means by which firms attempt to prevent issues that might arise in the marketplace in the interactions with customers, suppliers and stakeholders. Examples of some of these issues are customer satisfaction, product quality, product safety and supply chain management (Torugsa, O'Donohue, & Hecker, 2013). In their literature study, these researchers have identified possible interaction between the first three dimensions of CSR (environmental, social, and economic dimension).

The fourth dimension considers the voluntariness of CSR. In the definition of the European Communities, it has been stated that CSR must happen voluntarily. This is in accordance with Carroll (1991), who stated that the philanthropic responsibilities (as part of CSR), are more voluntary (then ethical responsibilities) since the former are not ethically expected. Matten and Moon (2008), however, make the distinction between *implicit* CSR and *explicit* CSR. The implicit CSR on the one hand 'normally consist of values, norms, and rules that result in (mandatory and customary) requirements for corporations to address stakeholder issues and that define proper obligations of corporate actors in collective rather than individual terms'. This form of CSR refers to the corporations' role within the institutions for society's interests and concerns, and

is in compliance with the ethical responsibility of Carroll's (1991) pyramid of CSR (Paragraph 2.1.2). It is not understood as a voluntary and well-considered corporate decision. On the other hand, Matten and Moon (2008) define 'explicit CSR' to consist of '*voluntary* programs and strategies by corporations that combine social and business value and address issues perceived as being part of the social responsibility of the company' (Matten & Moon, 2008).

The fifth dimension concerns the stakeholder: someone who belongs to a group that has a stake in the actions of the corporation, in addition to and including stockholders (Freeman & Reed, 1983). Freeman and Reed (1983) distinguished two specific definitions of stakeholders: (1) 'the wide sense of stakeholder: any identifiable group or individual who can affect the achievement of an organization's objectives' and (2) 'the narrow sense of stakeholder: any identifiable group or individual on which the organization is dependent for its continued survival'. Carroll (1991) describes five major groups of stakeholders that are recognized as priorities by most firms: owners (shareholders), employees, customers, local communities, and the society-at-large. According to Freeman and Reed (1983), the list of stakeholders originally included shareholders, employees, customers, suppliers, lenders, and society. From this, we can conclude that the list of stakeholders is similar among firms, but that there can be some minor differences in significance of the stakeholder depending on the type of firm.

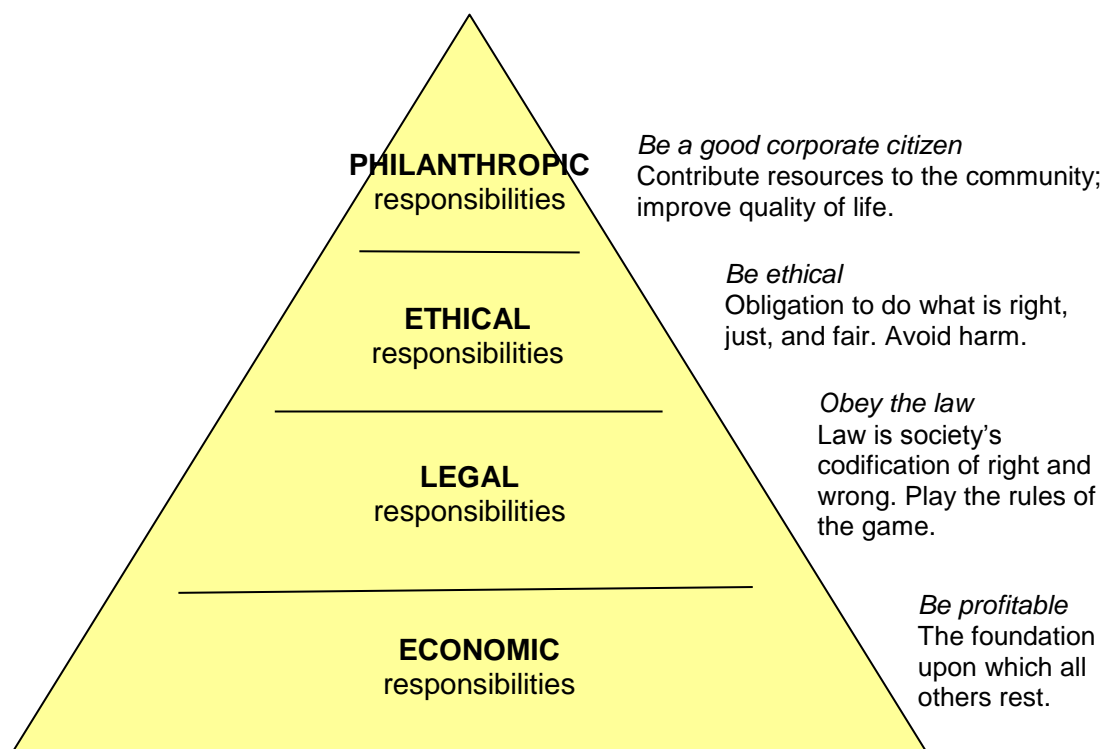
### *2.1.2 Pyramid of CSR*

Whereas in the very past people believed that the only responsibility of firms was delivering profits to the stakeholders, Carroll (1991) recognized the other corporate social responsibilities of businesses which were illustrated in the so-called pyramid of CSR (Figure 1). Obviously, the foundation of the pyramid exists of economic responsibilities, such as performing in a manner consistent with maximizing earnings per share, and maintaining a strong competitive



position. The second block of the pyramid is legal responsibilities, which includes performing in a manner consistent with the expectations of government and law, and fulfilling the firm's legal obligations. The ethical components go beyond compliance with laws and regulations; these ensure that the company performs in a manner consistent with expectations of societal mores and ethical norms. Lastly, we have the philanthropic responsibilities, which include performing in a manner consistent with the philanthropic and charitable expectations of society. The philanthropic responsibilities distinguish from ethical responsibilities in a way that the former are not morally/ethically expected. Therefore, these responsibilities are more voluntary, but there is always a societal expectation that businesses provide it (Carroll, 1991).

Carroll (1991) emphasized that the building blocks of this pyramid are not interchangeable (meaning that being unethical cannot be justified by the economic responsibilities), and that the pyramid as a whole illustrates CSR.



**Figure 1:** The Pyramid of Corporate Social Responsibility (Carroll, 1991)

### 2.1.3 Motives for CSR

More recently, there have been several researches on the reasons for firms to engage in CSR. Aguinis and Glavas (2012) found that the main reason for engaging in CSR is the expected financial outcomes, followed up by normative reasons that lie in the firm's values (doing the right thing). Regarding moderators - conditions under which CSR initiatives influence outcomes - Aguinis and Glavas (2012) found that 'the CSR-outcomes relationship is strengthened when level of exposure and visibility are high and size of the company is large'.

Even though expected financial outcomes are the primary reason for firms to engage in CSR, academicians do not seem to find an agreement regarding CSR and financial performance, since numerous studies have investigated the link between CSR and financial performance (Cheng, Ioannou & Serafeim, 2014).

Advantages of CSR can be measured by the five Key Performance Indicators (KPIs) of Weber (2008). These KPIs measure an improvement in a company's competitiveness:

- *Monetary brand value*, which can for example be quantified by cost-oriented, price-oriented or capital-value-oriented brand value;
- *Customer attraction and retention*, measured by e.g. repurchase rates and market share;
- *Reputation*, quantitatively indicated by e.g. reputation indices and rankings;
- *Employer attractiveness*, measured by e.g. applications per vacancy and the hiring rate;
- *Employee motivation and retention*, quantified by e.g. fluctuation rate and absenteeism.

The objective of these five key performance indicators is connecting the CSR activity to financial outcomes; 'the measurement of KPIs can help managers to identify the relevant indicators for the monetary assessment' (Weber, 2008).

#### *2.1.4 Summary of Subchapter 2.1*

Subchapter 2.1 is meant to give background information into the topic, thus, this information is not directly used in the field research later on. It can be concluded that Corporate Social Responsibility (CSR) is the voluntary integration of social and environmental concerns in business operation, in the company's interaction with its stakeholders. The fundament of the CSR pyramid is the company's economic responsibilities; however, the other responsibilities (legal, ethical, philanthropic) need to be met in order to be socially responsible.

Furthermore, the formal definition of the European Communities had the highest frequency count in the investigation of the definition of CSR, as analyzed by Dahlsrud (2008). This definition captures five dimensions of Corporate Social Responsibility: environmental, social, economic, voluntary and stakeholder.

The environmental dimension CSR, also referred to as 'green' marketing, has the objective to minimize the negative impact on the environment. The social dimension focuses on matters such as creating social cohesion, safety and employees' well-being. The economic dimension of CSR considers the means by which firms attempt to prevent issues that might arise in the marketplace.

In the basis, several researchers agree that CSR is (or should be) a voluntary deed of the corporation. However, Matten and Moon (2008) disagree; they define 'implicit CSR' (which is a definition similar to the ethical responsibilities rationale of Carroll (1991)) as being non-voluntary.

For the fifth dimension, regarding the stakeholder, there are multiple definitions to be found. The most straightforward interpretation, though, is that a stakeholder is someone who belongs to a group that has a stake (or vested interest) in the actions of the corporation.

Since there are both costs and benefits involved for companies, I came across multiple reasons for companies to engage in CSR. One of them is the financial reason, i.e. the expectation of higher financial results, such as an increase in profits or sales. These can be obtained and measured through the KPIs of Weber (2008).

## 2.2 Philanthropy

The philanthropic responsibilities, as described in the Pyramid of CSR (Carroll, 1991), include performing in a manner consistent with the philanthropic and charitable expectations of society. The philanthropic responsibilities are, contrary to ethical responsibilities, neither morally nor ethically expected.

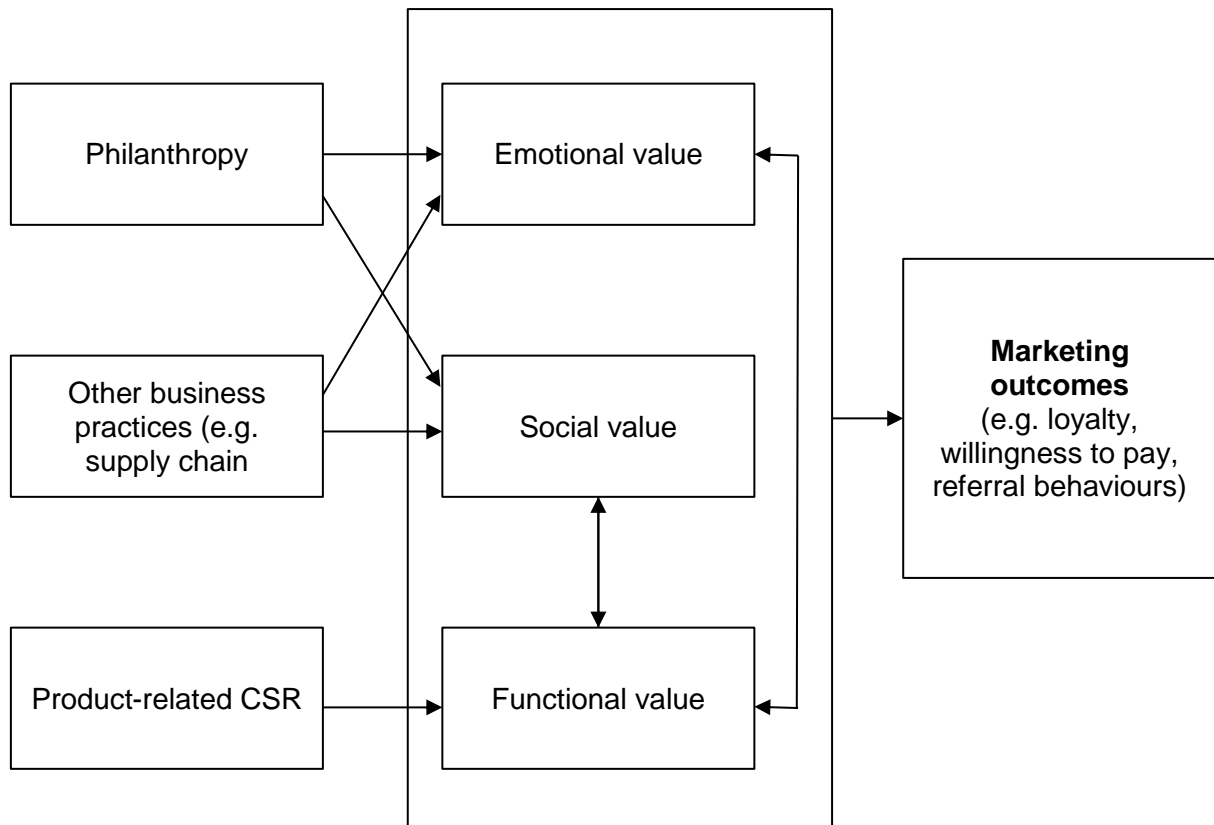
According to Andreoni (2006), 'philanthropy' is the act of a firm donating to charity, because the firm wishes to be a good citizen (Lii & Lee, 2012). Economics is known as the science of self-interested behavior, and as philanthropy is clearly an unselfish behavior, Andreoni (2006) suggests that the act of philanthropy (as he calls one of the greatest puzzles in economics) has multiple reasons. The main reason given is that charitable giving is actually not unselfish at all, since in some situations you can take the benefit out of doing good. One of the given examples is that a person who gives to public broadcasting may expect to improve programming. Recalling the five KPIs that can be used to measure the (monetary) impact of CSR (Weber, 2008); we see that these KPIs are eventually factors through which CSR can transform into (positive) financial outcomes.

Furthermore, Andreoni (2006) describes a second justification, enlightened self-interest, which is a step removed from pure selfishness. For example, an employed person can give to poverty relief, banking on the rare event that he might be impoverished someday. However, these justifications do not explain every situation of philanthropy. Therefore, the third explanation is altruism toward others or future generations as a motivator in giving, and that these gifts may maximize the utility of the society or the benefits of others. These justifications explain why CSR is valuable for organizations.

Another study in consumer responses to CSR is the study of Lii and Lee (2012). They investigated the efficacy of *sponsorship*, *cause-related marketing*, and *philanthropy* on consumer-company identification and on brand attitude. The

results of the sponsorship and cause-related marketing parts will be discussed in the corresponding subchapters (2.3 and 2.4 respectively). For philanthropy however, it appeared that this CSR initiative performed well on consumer evaluations. In other words, consumers responded positively towards firms that included philanthropy in their business practices.

It can be seen from Figure 2 (Green & Peloza, 2011), that philanthropy and other business practices influence both emotional and social value; and that these emotional and social value influences marketing outcomes (e.g. willingness to pay, loyalty and referral behaviors). The way the values are described in this paper are as follows: (1) emotional value: the 'warm glow' a customer gets when purchasing goods with social or environmental attribute, (2) social value: customers buy from socially responsible firms, because they will be judged by others in case they do not do so, (3) functional value: aspects of CSR that attribute to the actual benefit that the customer receives from the product or service. It appeared that functional value (for the consumer) was a more salient criterion in decision making in the time of the economic crisis.



**Figure 2:** Consumption value model of CSR effectiveness (Green & Peloza, 2011)

We learn from this paragraph there are multiple motives for firms to bring philanthropy (donating to charity) to practice. The fact that a firm expects to indirectly benefit from philanthropy could be one of the explanations. We have also seen that these philanthropic practices can ensure that consumers tend to like the brand more. The study of Lii and Lee (2012) recruited 492 undergraduate students from business-related classes in Taiwan as participants. In this thesis however, it will be researched whether this increase in brand liking when the company initiates philanthropy also occurs among Dutch consumers.

## 2.3 Sponsorship

According to the Cambridge Dictionary, sponsorship in marketing is 'the act of providing money for a television or radio programme, website, sports event, or other activity in exchange for advertising'. This subchapter will discuss the role of sponsorship, regarding consumers' brand perception.

Since researches to sponsorships were primarily focused on brand awareness, Gwinner and Eaton (1999) felt the need to investigate the change in brand image when a company sponsored a sportings event. They found that brand positioning goals could be partially accomplished through sponsorship, but they suggest brands to do research on their image among customers first, in order for the sponsorship image not to be inconsistent with the current image. Their conclusion was that the resulting image transfer from the sponsorship would be more pronounced if the match between the event and the product can be made stronger.

In the paper of Lii and Lee (2012), sponsorship is described as a CSR initiative that can be seen as the strategic investment which creates consumer association of the brand with the sponsored entity or event. From their literature study, they conclude that sponsorship has been considered a pure corporate philanthropy, as the likelihood that a company will exploit valuable charities increases as they have the exclusive right to promote their brand during the sponsored event. In their research, sponsorship also resulted to have a positive influence on consumers' evaluations, derived from a higher consumer-company identification and more favorable brand attitude.

Uhrich, Koenigstorfer and Groeppel-Klein (2013) examined consumers' attitudes towards sponsoring brands when CSR is linked to sponsorship events. The example they give for linking CSR initiatives to sponsorship, is that of Adidas and Coca-Cola (as official partners of FIFA) who both supported the



South African Department of Education during the World Cup in South Africa in 2010. This behavior, which we also know as philanthropy, is in line with the statement of Lii and Lee (2012) which says that company's likelihood to exploit valuable charities increases when they sponsor an event. The empirical evidence of Uhrich, Koenigstorfer and Groeppel-Klein (2013) suggests that focusing on CSR in a CSR-linked sponsorship message increases consumer CSR perception of the sponsor.

From this subchapter, we conclude that sponsorship is a complicated form of CSR, as one regards it as a CSR initiative per definition (Lii & Lee, 2012), and the other distinguishes CSR-linked sponsorship vs. sponsorship without CSR linkage (Uhrich, Koenigstorfer, & Groeppel-Klein, 2013). Brands can change their image when sponsoring sporting events, and this effect works best when the event-product match is stronger (Gwinner & Eaton, 1999). Furthermore, sponsorship appeared to have a positive influence on consumers' evaluations and can be seen as CSR because it increases the likelihood that the company will donate money to charities (Lii & Lee, 2012). What these researchers have in common though, is that they all identify a positive influence on the brand perception. This empirical research will investigate whether sponsorship indeed has a positive influence on the Dutch customers' brand perception.

## 2.4 Cause Related Marketing

Cause-related marketing (CRM) is described as the company's promise to donate a certain amount of money to a nonprofit organization or social cause when the customer purchases a product or service of the company (Lii & Lee, 2012). Besides giving a definition for CRM, these researchers assessed the influence of cause-related marketing on consumer evaluation. Contrary to philanthropy and sponsorship, cause-related marketing performed worse on consumer evaluations. The given explanation for this is that making a purchase is necessary; therefore, it can be considered a strategic marketing decision that obviously benefits the company. With cause-related marketing, organizations' campaigns use support of a cause as a way to increase their profits. Therefore, consumers are more likely to view cause-related marketing with suspicion.

However, Nan and Heo (2007) write that their study 'examines the relative effects of CRM versus a baseline condition where no such *strategy* is used' (Nan & Heo, 2007). Even though they call it a strategy, they concluded from their study that ads with cause-related marketing message yields more favorable consumer responses compared with a similar ad without a cause-related marketing message. According to them, these favorable consumer responses occur, regardless of the brand-cause fit. Although there has been little consensus among academicians about what this 'fit' exactly means, in this paper the multidimensional view of fit is adopted. The brand-cause fit is thus defined by the overall perceived relatedness of the brand and the cause. In short, a positive cause-related marketing message correlates positively with consumers' responses towards the company.

Another view is that of Polonsky and Speed (2001) who argue the following: 'for the most part CRM leveraged sponsorship is a strategic decision and thus needs to be treated as such, rather than examining it as an extension of philanthropy'. They investigated the relationship between sponsorship and CRM, and how opportunities arise when CRM is integrated into sponsorship

programs. They argue that the examination of CRM program's effectiveness needs to take into account multiple moderators, such as 'the perception of sincerity, firm-sponsor match, involvement with cause and product, perceived impact on the cause'. They state that intuitively it makes sense to conclude that CRM in sponsorships can generate sales, and that there is also some theoretical support for this statement. However, the interaction between these two CSR initiatives (sponsorship and CRM) needs to be empirically examined. This is a very difficult task, since companies generally do not calculate and/or report their return on sponsorships.

Therefore, we can conclude from this chapter that there are multiple views on the correlation between cause-related marketing on the one hand, and consumers' perception of the corresponding brand on the other hand. Lii and Lee (2011) concluded that consumer evaluations were lower for CRM than for other types of CSR, as the company's motive is clearly strategic. Even though they call CRM a strategy, Nan and Heo (2007) concluded that an ad with a CRM marketing message has more favorable consumer responses than an ad without CRM marketing message regardless of the brand-cause fit. We can also conclude that the incorporation of CRM in sponsorship is rather a strategic decision, according to Polonsky and Speed (2001). In this thesis, the interaction between sponsorship and CRM will be investigated; alongside of what the effect of cause-related marketing is on Dutch consumers.

## 2.5 CSR with Functional Value

Let us recall Figure 2 (Green & Peloza, 2011), which shows that CSR could add a functional value for the customer. This functional value appears to be influenced (or created) by product-related CSR. This value proposition of CSR seems to be a salient criterion in terms of decision making in economic crises. An example of product-related CSR given by one of the participants from the interview of Green and Peloza (2011) was of the makeup brand MAC. If you bring 5 empty MAC makeup containers to the store, you receive a free lipstick. In this way, the brand encourages its customers to return the packaging so that they can be recycled, but at the same time this exchange yields to a functional value proposition for the consumer.

The functional value (created by product-related CSR), was suggested as leading driver behind integrating CSR into their decision-making processes. Green and Peloza (2011) argue that these initiatives are normally considered more promotional rather than CSR, but that consumers do not see it that way. In their eyes, even the most traditional marketing or sales tools as part of CSR when they are positioned through social or environmental attributes.

A concept that is in line with this view is that of Vitell (2015), who defines *Consumer Social Responsibility (CnSR)* as the necessary part to achieve CSR. This study emphasizes that most consumers are not willing to pay more for socially responsible products and that this is not a key factor in decision making. However, they only purchase these socially responsible products if the price and/or quality are competitive with less socially responsible alternatives. 'The best way to influence socially responsible corporate decision-making may be to influence consumers to demand products and services that are, in fact, socially responsible' (Vitell, 2015).

Since CSR with functional value appears to influence the buying behavior of customers, this initiative is expected to have a large impact on sales (however,

this is beyond the scope of this research and therefore not further discussed). Whether the functional CSR also influences the Dutch customers' brand perception, on the other hand, will be researched in the empirical part of this thesis.

## 2.6 Other Business Practices

Besides philanthropy and product-related CSR, Green and Pelozo (2011) have described 'other business practices' in which CSR can be found. This can for example happen in departments such as supply chain and human resources, with actions that ensure that the business practices positively influence the (future) society.

Kim, Lee, Lee and Kim (2010) distinguish internal and external CSR, depending on the type of stakeholders the CSR initiative intends to satisfy. An example of an internal CSR initiative can be found in human resources, since it could involve employees' welfare and business ethics (which includes in-house education and non-discrimination policies in the workplace). They found from previous studies that there was 'a relationship between CSR initiatives and employees' attitudes' and that there were 'significant insights into the use of marketing CSR performance for the purposes of human resource management'. From their research, they suggest that CSR initiatives, particularly when firms establish identification with their employees, are strategically valuable.

Another department in organizations wherein CSR can be implemented is supply chain. Described by Boyd, Spekman, Kamauff and Werhane (2007), there are many buying firms that implement supply chains CSR programs that aim at ensuring suppliers to act in a socially responsible way with respect to labor practices and/or environmental issues. Another study towards CSR and supply chains is that of Maloni and Brown (2006). In this study is about supply chain in the food industry. The CSR applications in this industry are concerning animal welfare, biotechnology, environment, fair trade, health and safety, and labor and human rights. This correlates with Boyd et al. (2007) since the examples can be categorized into environmental issues and labor practices.

As the above mentioned forms are so divergent, and cannot appropriately be categorized under either philanthropy, sponsorship, cause related marketing or

CSR with functional value, these other forms fall beyond the scope of this research and will therefore not be considered in the quantitative analysis. Another reason for not including these forms of CSR, is that these are mainly beneficial for internal stakeholders (e.g. employees), whereas this study is focusing on consumers (which are external stakeholders).

## 2.7 Conclusion from Literature Study

Corporate Social Responsibility (CSR) is the voluntary integration of social and environmental concerns in business operation, in the company's interaction with its stakeholders. To be socially responsible, a company must meet economic, legal, ethical and philanthropic responsibilities. Furthermore, the formal definition of the European Communities captures five dimensions of Corporate Social Responsibility: environmental, social, economic, voluntary and stakeholder. There are multiple reasons for firms to engage in CSR. One of them is the financial reason, i.e. the expectation of higher financial results, such as an increase in profits or sales. These can be obtained and measured through the KPIs of Weber (2008).

The first discussed form of CSR is philanthropy (Subchapter 2.2). We learned that there are multiple motives for firms to bring philanthropy (donating to charity) to practice. One of them is that the firm expects to indirectly benefit from philanthropy. We have also seen that philanthropic practices can ensure that consumers tend to like the brand more. The study of Lii and Lee (2012) recruited 492 undergraduate students from business-related classes in Taiwan as participants. In this thesis, it will be researched whether this increase in brand liking when the company initiates philanthropy also occurs among Dutch consumers.

The third section of Chapter 2, describes sponsorship, which is a complicated form of CSR, as one regards it as a CSR initiative per definition (Lii & Lee, 2012), and the other distinguishes CSR-linked sponsorship vs. sponsorship without CSR linkage (Uhrich, Koenigstorfer, & Groeppel-Klein, 2013). The image of a brand can be changed if the brand is sponsoring sporting events, but this effect works best when the event-product match is stronger (Gwinner & Eaton, 1999). Furthermore, sponsorship appeared to have a positive influence on consumers' evaluations and can be seen as CSR because it increases the likelihood that the company will donate money to charities (Lii & Lee, 2012). All



mentioned studies have in common that they all identify a positive influence on the brand perception. The empirical part of this thesis investigates whether sponsorship indeed has a positive influence on the Dutch customers' brand perception.

Subchapter 2.4 discusses cause-related marketing. There are multiple views on the correlation between cause-related marketing and consumers' perception of the corresponding brand. According to Polonsky and Speed (2001), combining sponsorship and CRM is a strategic decision. This is in line with Lii and Lee (2011) who concluded that consumer evaluations were lower for CRM, as the company's motive is clearly strategic. Even though Nan and Heo (2007) also call CRM a strategy, they concluded that an ad with a CRM marketing message has more favorable consumer responses than an ad without CRM marketing message regardless of the brand-cause fit. In this thesis, the interaction between sponsorship and CRM will be investigated; alongside of what the effect of cause-related marketing is on Dutch consumers.

Since functional value CSR, as discussed in Subchapter 2.5, appears to be the determinant factor in the buying behavior of customers (Green & Peloza, 2011)(Vitell, 2015), this initiative is expected to have a large impact on sales. Whether CSR with functional value also influences the Dutch customers' brand perception, on the other hand, will be researched in the empirical part of this thesis.

From Subchapter 2.6 was concluded that there are some other forms of CSR that cannot be categorized under either philanthropy, sponsorship, cause related marketing or functional CSR. Therefore, these other forms fall beyond the scope of this thesis and will therefore not be considered in the quantitative analysis. Another reason for not including these forms of CSR in the empirical study, is that these are mainly beneficial for internal stakeholders (e.g. employees), whereas this study is focusing on consumers (which are external stakeholders).

The literature study in general suggests that CSR is a very complex concept, which has no hard boundaries, meaning that some of the forms overlap. Whereas most of the studies found that there is a positive influence of the most forms of CSR on customers' brand perception, there are also some researchers who take the opposite point of view. In this thesis it is investigated to what extent the forms of CSR influence Dutch customers' brand perception, and how sponsorship and cause-related marketing interact.

# **Chapter 3**

## **RESEARCH**

### **METHODOLOGY**

3.1 Research Methodology Description

3.2 Study Population and Sampling

3.3 Data Collection

3.4 Statistical Processing Methodology

3.5 Data Analysis: One-Way ANOVA

### 3.1 Research Methodology Description

Now that a sufficient amount of information had been obtained from the theoretical study, an empirical research with the aim of assessing how consumers value different types of Corporate Social Responsibility is set up. The central research question was as follows:

*How do different forms of Corporate Social Responsibility influence the brand perception of Dutch consumers?*

The four forms of CSR that were part of the empirical research are philanthropy, sponsorship, cause-related marketing and functional CSR, as described in the theoretical research. Besides, the interaction effect of sponsorship and cause-related marketing have been discussed in the theoretical study, and has therefore also been analyzed in the empirical part of the research.

A *quantitative* research had been conducted for statistical analysis. On the one hand, there is qualitative research, which is mainly exploratory research that has the objective to find out *what* is happening. On the other hand, there is the explanatory quantitative research, which explains *why* something is going on, and connects this with numbers. Quantitative research is useful when researching to which extent the initiatives influence the brand perception of the customer. Keeping in mind the research question, the focus of this research was not on what phenomenon (the increase or decrease in brand perception) is happening. The focus was rather on the explanation why this phenomenon is happening. In order to explain why the valence of the brand perception increases or decreases, the influence of the different initiatives discussed in the theoretical study are considered. In short, the research question demands a quantitative approach, as the question is to what extent the CSR types influence customer perception. There is a need to quantify this.

Another reason for conducting quantitative analysis is the fact that the market consists of many customers with each their own (brand) preferences. The research question targets on investigating the decision-making of the Dutch consumers, which is quite a large population to investigate. Therefore, it is expected to be more meaningful to interrogate a (large) sample of this group by distributing a questionnaire instead of having in-depth interviews with a smaller selection (sample) or experts.

The empirical part of the research had the purpose of finding an answer on whether the customer indeed values different CSR initiatives in a sense that it increases their brand preference. Furthermore, as mentioned in the previous chapter, it is examined whether certain types of CSR are prioritized by consumers in their purchase decision making, and how some of these types interact with another. More specific, I have considered the aforementioned types of CSR (philanthropy, sponsorship, cause-related marketing, and functional value CSR) and how these influence the customer's response. Furthermore, I have assessed the interaction between sponsorship and cause-related marketing as discussed by Polonsky and Speed (2001). The data is collected in the period from May 26th of 2018 until June 7th 2018.

### 3.2 Study Population and Sampling

The data was collected for this purpose, and is therefore considered primary data. Since the research question considered the responses of Dutch consumers and the point of focus was in the decisions and answers of the whole population, the type of research was quantitative, as explained in the previous subchapter.

For this research, the author has chosen to investigate the Dutch population that falls within the age category of 15-64. Since nowadays 98% of the Dutch have access to the internet ('The Netherlands leads Europe in internet access', 2018) and many people within this age range can be reached through social media, the author decided to primarily collect the data online, mainly through Facebook, LinkedIn and WhatsApp. A request for filling in the survey was posted multiple times on these platforms. Besides, it was made more valuable for participants to fill in the survey by raffling a gift card of Bol.com (a leading web shop in the Netherlands for books, toys and electronics) worth 20 euros, among all participants. Not only is social media a useful channel when aiming on reaching many people, it also has the advantage of being fast and convenient to use.

If the survey would have been done with a sample that is statistically representative for the whole population, the obtained results would have been very close to the results of the population. A simple random sample would therefore have been the best sampling method; it is namely a probabilistic method as the selection of the sampling units is based on random extraction (Mazzocchi, 2008). However, because of a limited time frame and limited means, the author was limited to her own network, and the network of some friends and family members who were willing to help her. The used sampling method is called convenience sampling, which means that 'units that are easier to be interviewed are selected by the researcher' (Mazzocchi, 2008).

Since majority of the author's network consists of students, it appeared to be extremely difficult to have a sample that perfectly matches the entire Dutch population. People older than 25 years old were expected to be more difficult to reach. In the survey, the participant's age and gender were asked so that the author could try to match the sample to more representative demographics. When the 100 participants were reached, more than half of the collected data came from people of age 15-24, thus people older than 25 years old were indeed underrepresented. The author therefore tried to collect less data from the youngest group and more of the older groups, and did this by personally approaching people above age 25. These people were asked to share the survey with their acquaintances as well.

Before carrying out the survey, it was determined that the size of the sample should be at least  $n=200$  for obtaining valid results from which meaningful conclusions could be drawn. Ultimately, after eliminating incomplete responses, a number of 202 participants remained. The demographics of the sample are listed in Appendix 1.

### 3.3 Data Collection

It is necessary for the central research question to examine which CSR initiatives influence the brand perception. In order to do so, the effect of the initiatives should be compared with the brand perception when CSR activities are absent. More specifically, a one-way ANOVA has been analyzed. The CSR initiatives are independent variables (or factors, how these are officially called in ANOVA), and these are expected to have an influence on the dependent variable, which is the brand perception of the consumers. This is shown in a difference of means between the groups. A comprehensive explanation of this data analysis method can be found in Subchapter 3.5.

In the survey, the different forms and attributes of CSR have been assessed, in order to measure their influence on customers' brand perception, in case the difference in brand perception exists. The survey is set up in Qualtrics, which is software for collecting and analyzing data. The questionnaire starts off with a text that introduces the participant to the survey, explaining the subject of this research and educating them in what they can expect from the survey. Then, their gender and age are asked, as described in Subchapter 3.2. After these demographic questions, the survey starts off with a description of hypothetical brand X, without any CSR initiatives. The participants were asked to rate the brand on a Likert scale (1-7), with 1 as a very negative brand perception, and 7 as a very positive brand perception. After this question, the mini-cases for each of the CSR initiatives were presented to the participant, and they were again asked to attach a value of positivity/negativity to their brand perception, with the same scale. The texts were not too long in order to overcome fatigue effects; the length of a mini-case was around 300 characters. All mini-cases are shown in Appendix 2.

In the questionnaire, a hypothetical company X is described instead of an existing brand, so that participants would not be biased because they knew the brand, and already had an opinion about the brand. Another reason why the



name of an existing brand was not chosen is because some of the initiatives assessed might have already been done by the brand, or are inconsistent with what they are already doing.

For this research, the author has chosen for a 7-point Likert scale instead of a 5-point Likert scale, because a higher number of answer options gives a more nuanced perspective on the answers. Also, in a 7-point scale, as an odd number, participants have a middle option. It is namely not necessary to 'force' people into choosing either one of the sides, as it should be reflecting the reality as much as possible. In reality, it might also be the case that people have a neutral perception towards the brand. Furthermore, forcing participants to choose could lead to them dropping out.

In this survey, the dependent variable is quite an ambiguous type of variable. On the one hand, there are researchers who argue that Likert scale that contains five values is an ordinal variable. However, there are also researchers who consider and treat Likert scale that contains seven or more values as an interval variable, as underlying linearity and constant intervals are then assumed ('Understanding the different types of variable in statistics', 2018). As we implement a seven value scale, the dependent variable is considered an interval variable.

### 3.4 Statistical Processing Methodology

The moment when a sufficient number of responses had been collected, it was downloaded to Excel, and the document was cleaned and prepared to be transferred through SPSS. Cleaning and preparing the data in Excel was needed, because the data that has been obtained from Qualtrics was not provided in the right format. Qualtrics provided the answers on the questions per individual, but this needed to be transformed so that the different types of CSR initiatives were listed per individual. Therefore, a dataset was created in Excel in which each row represented a different question, listed as subtables per different individual. The dataset and the cleaning and transforming of the data are made visible in Appendix 3.

In the cleaned version of the table, the first column 'Number' indicates the order of the table; so that it could be returned to its original sequence after it has been shifted due to sorting the table. The 'User' column indicates to which individual respondent the answer belongs to. 'Age' is a variable that indicates the participant's age, where 1 = 15-24; 2 = 25-34; 3 = 35-44; 4 = 45-54 and 5 = 55-64. 'Male' is a dummy variable that takes value 1 when the participant is male and value 0 when the participant is female. 'Type' indicates the group of CSR initiative, and the answer of the participant for the corresponding question ('How would you value the brand?') was noted under the column of the Y variable 'Score' and took a value between 1-7.

Since the type of CSR was a string variable (instead of a numeric variable), it could not be analyzed in a one-way ANOVA in SPSS. Therefore, the variable transformed by 'Automatic Recode', which made it possible to be analyzed. The results of the one-way ANOVA have been analyzed in SPSS, and the analysis process is further explained in the next paragraph.

### 3.5 Data Analysis: One-Way ANOVA

The analysis of variance (ANOVA) is a class of techniques that allows to test whether variability in a variable is attributable to one (or more) factors. (Mazzocchi, 2008). In other words, ANOVA is used to compare more than two means and test whether one or more factors influence the mean of one or more target variables. The *one-way* ANOVA allows us to test whether a single factor (independent variable) is relevant in explaining variability for a single target variable (dependent variable). Groups or levels are different groups within this same factor. When the variability between the groups defined by the factor levels is much larger than variability within the groups, then we could say that the factor makes a difference.

Given that the influence of the initiatives on the brand perception needed to be measured, it sounded logical in the first instance to analyze a multiple linear regression. However, the author found that a linear regression might not be the most appropriate analysis technique for this thesis. The linear regression namely measures the initiatives' influence on the brand perception in relatively to the set of mini-cases. However, the brand perception *with* CSR initiatives needs to be compared to the brand perception *without* the presence of CSR initiatives. Brand perception without any CSR activities was measured by the first mini-case of the survey. Thus from the survey, data regarding brand perception was obtained, given a certain CSR initiative type. It also obtained the customers' brand perception of the fictitious brand without any CSR (Appendix 2-A). A one-way ANOVA will therefore result in meaningful correlation insights.

Since this one-way ANOVA has a within-subjects design (which means that the groups are the same), it is very similar to a paired samples t-test. The difference, however, is that t-test compares means, and ANOVA compares variances between groups. In theory, it would have been possible to perform a series of paired samples t-tests, but since there are many different groups, it

would have been needed to make many comparisons. The ANOVA provides an F-statistic and p-value that helps to support or reject the null hypothesis.

In this study, the factor (independent variable) is the type of CSR. The groups within this factor are (1) no CSR initiatives, (2) philanthropy, (3) sponsorship, (4) cause-related marketing, (5) functional value, (6) sponsorship\_crm. On the other hand, there is the dependent variable (from which we compare the means), which is the brand perception of the customer; based on the corresponding score that participants have given in the survey. The null hypothesis is therefore that the scores for brand perception do not differ, regardless of the group they belong in.

H0:  $\mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5 = \mu_6$

H1: the means between groups are not equal (at least one mean is different)

Where:

- $\mu_1$  = no CSR initiatives
- $\mu_2$  = philanthropy
- $\mu_3$  = sponsorship
- $\mu_4$  = cause-related marketing
- $\mu_5$  = functional value
- $\mu_6$  = sponsorship\_crm

As above mentioned, the factor is expected to make a difference if the variability between groups is much larger than within groups. 'Much larger' is quite a relative understanding; a more objective measure is the F-statistic. The test statistic is built as  $F = s_{BW}^2/s_W^2$ , where  $s_{BW}^2$  is the variance between groups and  $s_W^2$  is the variance within groups. 'Variance between groups is quantified by measuring the dispersion of the means of the single groups around the overall mean, using the number of observations in each group as weights' (Mazzocchi, 2008). Variance within groups is computed within each group by computing the variability of observations around the relative group mean and summing the

individual group variances. The F-statistic is distributed as an  $F(g-1, n-g)$ . In SPSS, the F-statistic can automatically be computed under the menu analyze > compare means > one-way ANOVA. Besides the F-statistic, it will also give the p-value. The null hypothesis is strongly rejected at the 5% significance level ( $\alpha < 0.05$ ).

Thus, with just an ANOVA, you obtain the result whether there is a significant variance within groups and between groups. Post-hoc testing is needed for insights to confirm where exactly differences exist, which is necessary information in order to answer the central research question. We namely do not only want to know *whether* there is a difference in variance, but also *in which variables* this difference exist, and how large the size of this impact is.

There are multiple types of testing procedures. Mazzocchi (2008) describes that SPSS offers the Scheffe's test, the Bonferroni's test and the Tukey's test. All of these three tests assume equal sample sizes for each of the groups. For this research, this is indeed the case. When it is not, there are some alternatives tests such as Hochberg's GT2 and Gabriel's test, but these are beyond the scope of this study. Type I error means that one is incorrectly rejecting the null hypothesis, and Type II error is failing to reject a false null hypothesis. Scheffe and Bonferroni's tests are useful when a lower probability of a Type I error is desired. This comes with a higher probability for Type II errors. Tukey's test is more appropriate when a larger number of means is tested (Mazzocchi, 2008). Therefore, it is decided on going for Tukey's test as the post-hoc test procedure that will be used in this research.

From the data analysis of the empirical research resulted the whether the influences are positive or negative (or that there is none). It also indicated the size of the concerned impact. More on this can be read in Chapter 4, which discusses the research outcomes.

# **Chapter 4**

## **RESEARCH OUTCOMES**

### 4.1 SPSS Results

#### 4.1.1 Histograms

#### 4.1.2 One-way ANOVA

#### 4.1.3 Tukey HSD test

##### 4.1.3a Philanthropy and CBP

##### 4.1.3b Sponsorship and CBP

##### 4.1.3c Cause-Related Marketing and CBP

##### 4.1.3d Functional Value and CBP

##### 4.1.3e Combination Spon\_CRM and CBP

### 4.2 Conclusion from Empirical Results

## 4.1 SPSS Results

### 4.1.1 Histograms

This paragraph will discuss the outcomes of the analyses that have been done in SPSS. The aim of this chapter is to discuss the answers on the empirical subquestions as described in the first chapter:

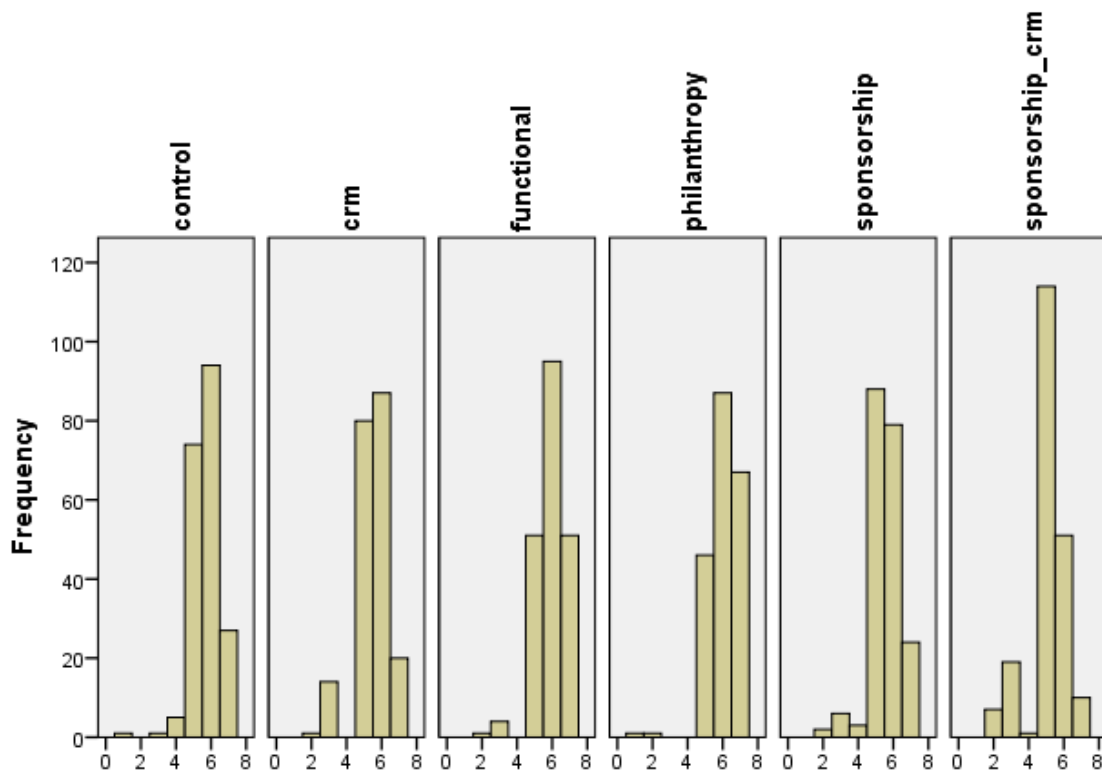
- Is there a positive correlation between the Corporate Social Responsibility initiatives and the consumer's brand preference?
- Do consumers prioritize certain types of Corporate Social Responsibility in their purchase decision making?
- How do the different forms of Corporate Social Responsibility interact?

To get an overall view of the brand perceptions given by the questionnaire participants, the analysis was started by creating frequency histograms, which show the distribution of the brand perception scores, as given by the participants, per type of CSR initiative. These histograms can be seen in Figure 3, from which can be seen that the distributions look rather similar to each other on the first sight. Thus, it is quite difficult to draw conclusions based on what we can see from the histograms. However, for all of the histograms is visible that most responses are rather positive than negative, since the highest bars of the histogram can be found on the right side. From this can be learned that the cases presented to the participants are more positively perceived, which means that they have a rather high brand perception in all of the cases.

In the ideal case, the control histogram (the mini case without CSR, Appendix 2A) would have had a normal distribution with '4. Neutral' as average, so that it would have been more convenient for statistical comparison. In reality, it appeared that the control case was perceived as '6. Positive' by the majority of participants, which signals that the message behind the mini-case was regarded as a description of a good brand. However, the fact that people did not perceive

the brand without CSR as neutral does not cause problems for comparison, as the scales are equal for all histograms.

What is also remarkable is the fact that people tend not to go for the '4. Neutral' option, in neither of the cases. The exact reason for this fact is unknown, but a possible explanation could be that people tend to feel that they have to pick a side when filling in a survey to express their opinion, or maybe they truly have an opinion regarding the subject or the cases. The author has deliberately chosen for an odd-numbered Likert scale so that there was a middle option included. This was done so that participants were not forced into picking a side. It is an interesting finding that people do not use this matter, which is a possible sign that they have an opinion regarding the subject and that they are willing to share their opinion in the survey.



**Figure 3:** Frequency histogram, score per type



### 4.1.2 One-way ANOVA

Thus, from the histograms it is quite difficult to draw meaningful conclusions regarding the answer to the central research question. Therefore, statistical analysis methods are necessary to quantify the outcomes of the empirical research. Table 1 shows the output of the one-way analysis of variance (ANOVA), analyzed by SPSS as explained in the research methodology (Chapter 3). It is visible from this output table that the F-value is 30.381. The p-value is 0.000, which is lower than the significance level of 5%. Therefore, there is enough evidence to conclude that the null hypothesis should be rejected. *This means that there are differences existing in brand perception, given a different type of CSR initiative.* In other words, the type of CSR initiative has an influence on the brand perception of the consumer. This only signals that there is a difference between the CSR initiatives. It does not give information regarding which type of CSR leads to a higher or lower brand perception.

**Table 1:** Output of the Analysis of Variance (ANOVA)

Score	Sum of Squares	df	Mean Square	F	Sig
<b>Between Groups</b>	128.634	5	25.727	30.381	0.000
<b>Within groups</b>	1021.257	1206	0.847		
<b>Total</b>	1149.891	1211			

### 4.1.3 Tukey HSD test

Since Table 1 does not show where exactly the differences are, a post hoc test is executed. As explained in the research methodology chapter, the method for post hoc test that will be used for the empirical research is the Tukey HSD test. The Tukey HSD test is a post hoc test that tells exactly where the differences within the ANOVA test lie. The test is useful if you want to find out which specific groups' means (compared with each other) are different; the test compares all possible pairs of means. The Tukey HSD test is useful when there

is a larger number of groups. As we deal with 6 groups, it is appropriate to use Tukey HSD.

Similar to the ANOVA, the dependent variable in this test is the given score of the participant to the CSR initiative mini case. Table 2 shows solely a deliberately chosen segment of the outcome of this test. It namely compares the case without CSR initiatives ('control') on the one hand as can be seen under the column '(I) numeric type', with the cases where CSR initiatives were present on the other hand, which can be seen under the column '(J) numeric type'. The full outcome of Tukey's test, which also shows the comparisons between the CSR initiatives, can be found in Appendix 4. However, the part shown in Table 2 is sufficient to explain answers to the research questions.

**Table 2:** Partial Post-Hoc (Tukey HSD) test (Dependent Variable: Score)

(I) numeric type	(J) numeric type	Mean Difference (I-J)	Mean Difference (J-I)	Std. Error	Sig	95% Confidence interval	
						Lower Bound	Upper Bound
<b>control</b>	<b>crm</b>	0.203	-0.203	0.092	0.231	-0.06	0.46
	<b>functional</b>	-0.243	0.243	0.092	0.087	-0.50	0.02
	<b>philanthropy</b>	-0.381	0.381	0.092	0.000	-0.64	-0.12
	<b>sponsorship</b>	0.153	-0.153	0.092	0.548	-0.11	0.41
	<b>sponsorship_ crm</b>	0.624	-0.624	0.092	0.000	0.36	0.89

The third column (Mean Difference I-J) provides quite useful information regarding the empirical research questions. This column namely gives the influence of the CSR types as listed in the second columns ((J) numeric type), compared with the case in which there is no CSR activity present ((I) numeric type). In the original SPSS output, this output is given such that mean of the case with CSR initiative is then subtracted from the 'control' case. However, for

more convenient interpretation, the author decided to add the fourth column (Mean Difference (I-J)), which subtracts the mean of the control case from the initiative. The following paragraphs will discuss the influences of the corresponding CSR types on consumer's brand perception (CBP), as analyzed from the Tukey HSD test outcomes of Table 2.

#### 4.1.3a Philanthropy and CBP

The influence of philanthropy on consumer's brand perception is significant. This can be seen from the p-value of 0.000 (see column Sig.), which is obviously lower than the significance level of 0.05. The influence of philanthropy on consumer's brand perception is positive, apparent from a positive mean difference J-I of 0.381.

#### 4.1.3b Sponsorship and CBP

From the significance of the second CSR initiative that has been discussed in this study, it can be seen that sponsorship is an insignificant factor in influencing consumer's brand perception, with a p-value of  $0.548 > 0.05$ .

#### 4.1.3c Cause-Related Marketing and CBP

It is visible from Table 2 that the p-value for cause-related marketing is  $0.231 > 0.05$ , which indicates that the effect of cause-related marketing is not a significant factor in influencing the consumer's brand perception.

#### 4.1.3d Functional Value and CBP

Close to significance was the 'functional' case, in which the CSR initiative was beneficial for the consumer self. The SPSS output gave a p-value of 0.087. If the chosen significance level would have been  $\alpha < 0.10$ , this would have been significant and it would be concluded that CSR with functional value to the consumer is one of the types of CSR that has an influence on brand perception.

However, as interpretation is based on a significance level of  $\alpha < 0.05$ , the sign of the variable of functional value will not be interpreted. We cannot say that the influence is either positive or negative, as an insignificant result implies that the effect is not different than zero.

#### 4.1.3e Combination Spon\_CRM and CBP

We learned that sponsorship and cause-related marketing separately appeared to not have an influence on consumer's brand perception. The influence of the *combination* of cause-related marketing with sponsorship is however significant. The test gives a p-value of 0.000, a number that is clearly lower than 0.05. The combination of cause-related marketing and sponsorship appears to be negative (apparent from a mean difference J-I of -0.624).

In short, the only type of CSR activity that positively influences the consumer brand perception is philanthropy. This type of CSR on average increases the brand perception by 0.381 in a 7-Point Likert scale compared to the case without CSR. When a brand carries out the combination of cause-related marketing and sponsorship, it is rather likely that the consumer brand perception decreases, by 0.624. Given by insignificance, it appeared that the other types of CSR did not make a difference for consumer brand perception.

## 4.2 Conclusion from Empirical Results

Now that the SPSS results have been analyzed, there is enough information to answer the empirical research questions. The first question was whether there was a positive correlation between CSR and consumer's brand preference. Since the outcome of the one-way ANOVA was significant, we could say that the value of brand perception is dependent per type of CSR. We can conclude that there is only a positive correlation existing between Corporate Social Responsibility initiatives and consumer's brand preference when considering philanthropy. Moreover, there is even a negative effect of a CSR initiative detected when this initiative consisted of a combination of sponsorship and cause-related marketing. Having chosen for a significance level of 5%, the other initiatives' statistical influences appeared to be insignificant, which means that the effect should be regarded as not different as zero. This means that the other initiatives do not appear to have an influence on consumer's brand perception.

In addition to the first question, these results simultaneously answer the second empirical question, which was whether consumers prioritize certain types of CSR. As said, consumers seem to have a preference for philanthropy and a dislike towards the combination of sponsorship and cause-related marketing.

The third question, regarding the interaction of different forms, is rather less straightforward to answer. The only interaction measured is that of cause related marketing and sponsorship. It was the only combination that came forward in the theoretical study, thus it was the only combination that needed to be investigated. The two types of CSR separately do not have an influence on consumer brand perception (apparent from insignificant outcomes), but as they interact, they appear to significantly influence the consumer brand perception in a negative way (-0.624).

# **Chapter 5**

## **CONCLUSIONS AND RECOMMENDATIONS**

### 5.1 Connecting Theory and Empirical Findings

#### 5.1.1 Key Findings Literature Study

#### 5.1.2 Key Findings Empirical Study

#### 5.1.3 Comparison Literature and Empirical

##### 5.1.3a Philanthropy

##### 5.1.3b Sponsorship

##### 5.1.3c Cause-Related Marketing

##### 5.1.3d Functional Value CSR

##### 5.1.3e Combination Sponsorship and CRM

#### 5.1.4 Central Research Question

### 5.2 Recommendations

#### 5.2.1 Recommendations for Firms

#### 5.2.2 Recommendations for Future Research

## 5.1 Connecting Theory and Empirical Findings

The aim of this chapter is to compare the literature study of Chapter 2 with the empirical part of the study of Chapter 4, which includes the statistical analysis based on both the one-way ANOVA and Tukey HSD test. Furthermore, this chapter will present an answer to the research question, based on the combination of both the findings from the theoretical and empirical study.

### 5.1.1 Key Findings Literature Study

With the theoretical part of the study, the author came up with definitions for Corporate Social Responsibility (CSR), Philanthropy, Sponsorship, Cause-related Marketing (CRM) and Functional Value of CSR to the customer. Corporate Social Responsibility (CSR) is the voluntary integration of social and environmental concerns in business operation, in the company's interaction with its stakeholders. A reason for firms to engage in CSR is the financial reason; companies expect higher financial results, which can be achieved and measured through the KPIs of Weber (2008).

Discussed papers have concluded that philanthropy (the act of donating money to charity) influenced consumers' emotional and social value attached to the brand (Green & Pelozo, 2011) and that consumers have higher brand liking when the company initiates philanthropy (Lii & Lee, 2012).

Sponsorship was, similarly to philanthropy, identified as having a positive influence on consumers' evaluations regarding brand perception (Lii & Lee, 2012)(Uhrich, Koenigstorfer, & Groeppel-Klein, 2013).

For cause-related marketing (CRM), however, different opinions exist. Whereas the one argues that an ad with a CRM message has more favorable consumer responses than an ad without CRM message (Nan & Heo, 2007), the other

concludes that consumer evaluations on the brand were lower for CRM than for other forms of CSR (Lii & Lee, 2012). The latter argue that this is the case because CRM is clearly a type of CSR that benefits the company, which makes consumers view CRM initiatives with suspicion.

The combination of cause-related marketing with sponsorship was something that came up in the academic paper of Polonsky and Speed (2001). They regard this combination as a strategic decision rather than an extension of philanthropy, and recommend future researchers to quantify the results of this combination.

The last discussed initiative was the type of CSR that adds functional value for the consumer as described by Green and Peloza (2011) and Vitell (2015). These forms of CSR tend to be the determinant in the buying behavior of customers, which means that the probability of a sale is higher with the presence of this initiative rather than the absence of the initiative. As it might intuitively seem logical that there is a positive correlation between brand perception and buying behavior, it is not exactly the same thing.

### *5.1.2 Key Findings Empirical Study*

After the theoretical study, a statistical analysis had been performed. The author had set up a survey that studied the influences of the different types of CSR (as mentioned in the literature study) on the brand perception. As the population of interest was Dutch consumers, the survey was distributed among Dutch people. The outcomes of this survey were analyzed by a one-way ANOVA and post hoc test (Tukey HSD). The aim of this was finding which correlations exist, which forms are prioritized by consumers, and how a pair of these forms interacts.

Since the outcome of the one-way ANOVA was significant, we could say that the influence on consumer's brand perception is dependent per type of CSR.



Therefore, the remainder of this chapter draws conclusions for the CSR types separately.

The results appeared to show evidence for a higher brand liking given that philanthropic initiatives are practiced. The consumer has a higher preference towards the brand when he or she knows that the brand donates to charity.

Sponsorship and cause-related marketing separately appeared to not have an influence on consumer's brand perception. However, the co-occurrence of these two appears to have an influence. The combination of these two CSR initiatives showed a significant, negative influence.

The type of CSR that adds functional value to the consumer also appeared to have an insignificant influence on consumer's brand perception, but had a p-value of 0.087 which is close to significance. However, with a chosen significance level of 0.05, this type of CSR does not have a significant influence.

### *5.1.3 Comparison Literature and Empirical*

The following paragraphs present comparisons between the outcomes literature study and the empirical study (statistical analysis), in which both similarities and differences will be discussed. Furthermore, in the end of each paragraph, the author will express her own opinion about these outcomes.

#### *5.1.3a Philanthropy*

For philanthropy as a type of CSR initiative, both literature study and empirical study show similar results, namely that it has a positive influence on consumer's brand perception. In the theoretical study it was argued that philanthropy influenced consumers' emotional and social value attached to the brand (Green & Peloza, 2011) and that consumers have a higher brand liking when the company initiates philanthropy (Lii & Lee, 2012).

The empirical study also showed evidence for a higher brand liking given that philanthropic initiatives are practiced. For the author, it makes sense that consumers have a better view of the brand when it executes philanthropic initiatives: activities done by the brand resemble the 'image' of that brand, in the sense that doing well makes you a better citizen. If consumers get to see that part of the brand, it is quite a logical conclusion that they gain a better brand perception.

#### 5.1.3b Sponsorship

For sponsorship, literature also identified this form of CSR as having a positive influence on consumers' evaluations regarding brand perception (Uhrich, Koenigstorfer, & Groeppel-Klein, 2013)(Lii & Lee, 2012). However, from the statistical analysis appeared that this was not the case. In the quantitative analysis of the conducted survey, sponsorship did not occur to have an influence on consumer brand perception.

For this type of CSR, the effect on brand perception is not as obvious as for philanthropy, where agreement exists. This could be explained by the fact that sponsorship is quite a complicated form of CSR, as opinions regarding these initiatives differ. Lii and Lee (2012) regard it as CSR per definition; however they do this for the reason that sponsorship increases the likelihood that the company donates to charity (philanthropy). On the other hand, Uhrich, Koenigstorfer and Groeppel-Klein (2013) distinguish CSR-linked sponsorship versus sponsorship without CSR linkage.

Moreover, sponsorship exists in multiple subtypes and different teams or events to sponsor. Gwinner and Eaton (1999) found that the resulting image transfer from sponsored event to sponsoring brand would be more pronounced if the match between the event and product can be made stronger.

On purpose, the image of the (sports) team was not specified in the survey, to make it as neutral as possible. However, there are many more variables to specify 'sponsorship', which could explain why the results of the statistical analysis did not identify a significant effect. The effect of sponsorship could have a positive influence on consumers' brand perception, when this is executed in the right way. Hereby is meant that e.g. the sponsored event or team must have a positive image, and that there is a certain fit between the sponsored and sponsoring party.

### 5.1.3c Cause-Related Marketing

Whether cause-related marketing has a positive or negative influence on consumers' brand perception is something where multiple opinions exist. One argues that CRM is clearly a strategic decision (Lii & Lee, 2011), as the reason why consumer evaluations are lower for CRM than for other forms of CSR. The other concludes that advertisements with CRM message have more favorable consumer responses than advertisements without CRM message (Nan & Heo, 2007). In this thesis, the results appeared to not entirely match with either of those studies. It namely appeared that CRM on its own did not significantly make a difference in consumer brand preference.

In a sense, we could also argue that the results of this statistical analysis were in line with both studies. The fact that the results were insignificant means that the mean of brand preference within the group 'CRM' does not differ from the 'Control' case. If some of the results were indeed leading to an increase in brand perception (as in Nan and Heo (2007)) and some of the results leading to a lower brand score (as in Lii and Lee, 2011), they might have balanced each other out. This could explain the insignificant result.

For the author, it would make sense that people regard CRM initiatives with suspicion. It however depends on how the company executes the CRM initiative, and especially how this is presented to the consumers. If it is too obvious that the company benefits from it, and actually 'using' the charity for it, it

would not be beneficial for the consumer's brand perception. However, when the benefit for the charity is put central in the strategy and seems to have an overlap with philanthropy, then I would believe that people regard the brand and/or organization as a better citizen.

#### 5.1.3d Functional Value CSR

As the theoretical study indicates that CSR with functional value to the customer was the determinant factor in the buying behavior of customers (Green & Peloza, 2011) (Vitell, 2015), it would not have been a peculiar expectation that CSR with functional value would also positively influence consumers' brand perception.

However, the statistical analysis showed an insignificant result for this type of CSR on brand perception. Buying behavior and brand perception is not necessarily the same thing. The p-value (significance) was 0.087, which means that it would have said to have an influence with a significance level of 10%. Nonetheless, as the author has chosen for a significance level of 5%, functional value CSR is concluded to not influence brand perception.

Even though the chosen significance level was 5%, it is quite arbitrary how to interpret the influence of this type of CSR on the brand perception of the consumer. It is understandable if fellow researchers choose to conclude that functional value CSR does have an effect on brand perception, since functional value is so close to significance.

As the author believes that there is no perfect correlation in buying behavior and brand perception (liking a brand more does not necessarily mean that your probability to buy increases by the same 'amount'), the literature and empirical research did not measure the exact same variable. It is therefore explainable that theory and statistics are not in line with each other.

### 5.1.3e Combination Sponsorship and CRM

When sponsorship and cause-related marketing are combined, as discussed by Polonsky and Speed (2001), it should be treated as a strategic decision rather than examining it as an extension of philanthropy. They argued that examination of CRM program's effectiveness needs to take into account multiple moderators (sincerity, firm/sponsor match, perceived impact on the cause).

As concluded from 5.1.3b and 5.1.3c, sponsorship and CRM each on its own did not appear to have an influence on consumers' brand perception. However, when the two types of CSR were combined in the survey, the consumer brand evaluations were indeed significantly lower than the case without CSR initiatives. Apparently, the combination of CRM and sponsorship was stronger seen as a strategic decision, that more obviously benefits the brand than the charity. It could be the case that people regard this strategic decision with suspicion. Therefore, there is an agreement to be found between theory and statistics, and it can be concluded that it was not regarded as favorable towards the brand perception.

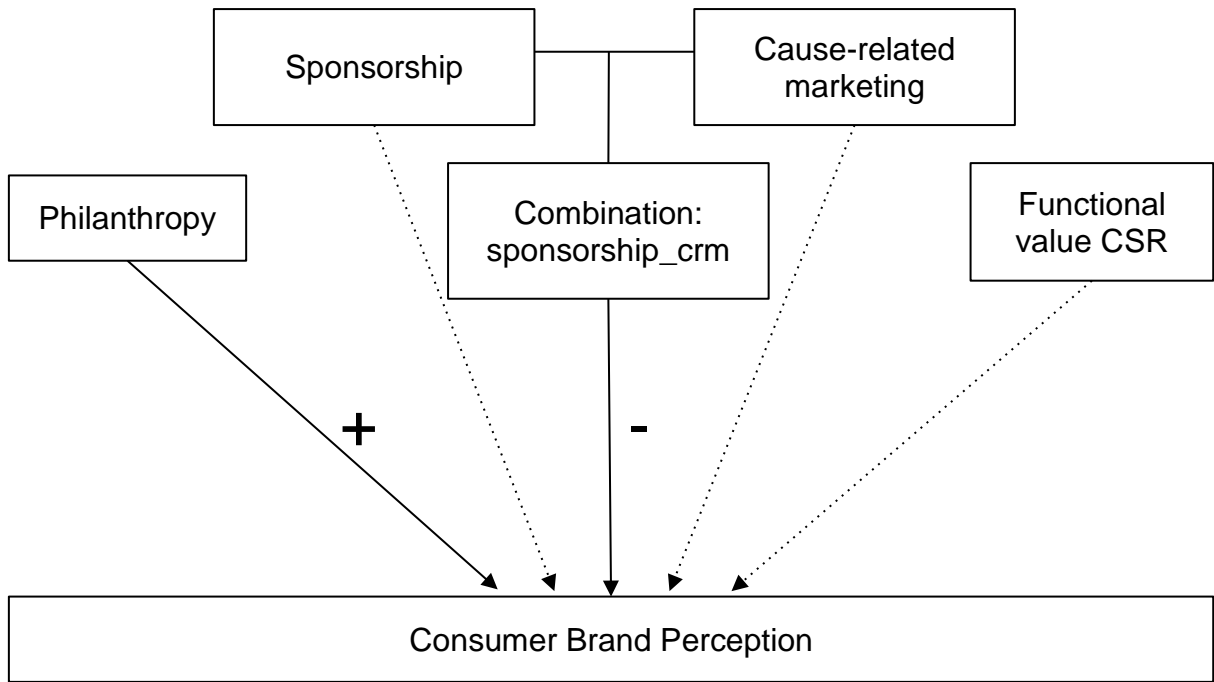
The author believes that the combination of the two initiatives indeed has a disadvantageous effect on consumers' brand perception. Presenting both of the initiatives brings more forward that it benefits the company, which harms the roots of a CSR initiative. In CSR, the activity should be beneficial for the environment or society (e.g. charity or sponsored event/team). If it is too obvious that the sponsoring company benefits, it could seem like they 'use' the charity as a strategic marketing decision, which can cause suspicion among consumers.

#### 5.1.4 Central Research Question

The central research question, as presented in the introduction was as follows:

*How do different forms of Corporate Social Responsibility influence the brand perception of Dutch consumers?*

Taken the above-mentioned information altogether, we can conclude that philanthropy is the (only) CSR activity that is preferred by the consumer, in the sense that it is the only type of CSR that improves consumer's brand perception. Functional value CSR, sponsorship and cause-related marketing did not seem to have any effect. However, when combining sponsorship with cause-related marketing, the interaction seemed to be negative. This could be explained by the fact that this is rather seen by the consumer as a strategic marketing decision that obviously benefits the company, instead of a pure CSR activity. It is in line with Lii and Lee (2012) who explain that with this CSR initiative, organizations' campaigns use support of a cause as a way to increase their profits. This is the reason that consumers are more likely to view it with suspicion. It could be the case that this 'suspicious' part of cause-related marketing came out stronger when combined with sponsorship, which made them less positively perceive the brand. Figure 4 gives an overview of the theoretical framework.



**Figure 4:** Theoretical framework of the empirical research, in which the dotted lines represent insignificant influences. The line with a + (-) represents a significant positive (negative) influence.

## 5.2 Recommendations

The next paragraphs present recommendations for firms that want to use corporate social responsibility to boost their brands. Furthermore, recommendations to future researchers are presented. All recommendations are based on this research.

### *5.2.1 Recommendations for Firms*

On the basis of this research, management is recommended to start orientating in the world of philanthropy. As concluded, philanthropy (as in donating money to charity without expecting any direct return) has a positive influence on brand perception. If the objective of the company is to create a more favorable brand perception, philanthropy is a matter that might help with achieving this objective. It appeared from the quantitative analysis that philanthropy makes a significant difference in consumer's brand perception. If this higher brand liking correlates with more purchases of the brand, it would mean that it is one of the ways for the organization to indirectly benefit from philanthropy.

What is definitely not advisable is to set up a CSR campaign in which it is too obvious that the company itself benefits. There is a risk involved that consumers view this with suspicion, and that could be at the expense of their perception of your brand. If the company wishes to set up a sponsorship and/or cause-related marketing campaign, they are recommended to be very careful in how to present the campaign. It would be sensible to put focus on the benefits of the charity, environment or society and certainly not on the company.



### *5.2.2 Recommendations for Future Research*

The core of this research was to find out whether customers liked a brand more when this brand carries out CSR activities. However, a higher brand liking does not necessarily imply that this is enough to push the customer over the threshold of actually making a purchase. On the contrary, a higher probability of buying a product does not necessarily mean that the brand perception is higher, as we have seen from the functional value outcome. A recommendation for further research is therefore to examine whether a better brand perception actually leads to higher willingness to pay, or other changes in customers' buying behavior. It would be interesting to investigate the role of CSR in this. An idea for methodology would be setting up an experiment, in which each participant receives a certain amount of money. Then the 5 different CSR types will be presented, and each participant must divide their received money to the corresponding CSR initiatives.

Furthermore, there are many combinations and/or variations of the classic initiatives as described, and there are undoubtedly multiple types of initiatives that have not even been discussed. Since there is such a large variety, it is difficult to categorize every initiative into one of the categories described. It might become a quite difficult task, but future research is recommended to make a clear and comprehensive framework of (all) different CSR activities and categories, selected and categorized by multiple criteria.

Also, in the subchapter about sponsorship, it is still left unexamined which variables within sponsorship have the biggest influence on the consumers' brand perception. Therefore, there is no clear answer given about the influence of sponsorship. For future researchers, it is recommended to analyze the variables that influence and are part of 'sponsorship', and investigate how firms can optimally 'use' these variables in order to increase brand perception.

# **Chapter 6**

## **REFLECTION**

Looking back at the entire research, the author is very satisfied with the thesis written, and convinced that she has learned a lot. There was plenty of information to be found about the subject, so that was something that went rather smoothly. What could have been better though was the way that the information was structured in the first instance. There was a problem that the theory did not match with the intention of the empirically research. Luckily, the supervisor provided her with the feedback on time, so that theoretical study could be re-organized and that more information could be added. Furthermore, the method of analysis needed to be changed after collecting the data. The initial plan was a linear regression, but that was not the appropriate data analysis method with the data obtained.

One of the limitations of the research is the demographics of the sample. As discussed in subchapter 3.2 and shown in Appendix 1, the demographics sample of the research is not equal to the population of interest. It appeared that majority of the participants was below 25 years old, and that majority was female. With the limited resources and time, this sample was within her reach, but it might unfortunately be the case that a different (more representative) sample would influence the results, in the case that it would more accurately match the population.

Furthermore, the length of the survey was made quite short with the thought that people would not participate if it would have been too long (this thought is supported by the fact that I received quite a few incomplete answers). However, only one case per type of CSR activity was presented. If this study would be redone, the survey would be made more comprehensive to capture more parts within the types of CSR.

The author has learned that rewriting things is not a bad thing. It gives the opportunity to critically look at what is written in the first instance, and re-use this in the right way so that the quality of your paper significantly increases.

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# **APPENDICES**

Appendix 1: Demographics of the sample

Appendix 2: Mini-cases

Appendix 3: Data transformation in Excel

Appendix 4: Full results of the Tukey's test  
(post hoc)

## Appendix 1: Demographics of the sample

### Appendix 1-A: Age distribution

<b>Age</b>			
	Frequency	Percent	Cumulative percent
15-24	113	55.9%	55.9%
25-34	21	10.4%	66.3%
35-44	22	10.9%	77.2%
45-54	34	16.8%	94.1%
55-64	12	5.9%	100%
Total	202	100%	

### Appendix 1-B: Gender distribution

<b>Gender</b>		
	Frequency	Percent
Male	77	38.1%
Female	125	61.9%
Total	202	100%



## Appendix 2: Mini-cases

As described in Chapter 3, the participants of the survey were asked to assess six mini-cases in which a brand was described. The participants could assess their brand perceptions in a 7-point Likert scale. In which

1. Zeer negatief / Very negative
2. Negatief / Negative
3. Meer negatief dan positief / More negative than positive
4. Neutraal / Neutral
5. Meer positief dan negatief / More positive than negative
6. Positief / Positive
7. Zeer positief / Very positive

This appendix gives an overview of the six mini-cases, which each had a message that consisted of a different CSR initiative. Since the population of interest is the Dutch consumer, the sample (participants) needed to match this population. Therefore, the questions were asked in Dutch. An English translation is given after the original text.

**Appendix 2-A: The brand without CSR initiatives (control)**

**Original (Dutch)**

Merk X is als kledingmerk onderdeel van een (fictief) bedrijf dat goed loopt. Het bedrijf heeft ieder jaar hogere opbrengsten dan kosten, gehoorzaamt de wet, en is een ethisch bedrijf (wat wil zeggen dat het bedrijf het goede doet met de juiste redenen).

**Translation into English**

As a clothing brand, Brand X is part of a (fictitious) company that runs well. The company has higher revenues than costs every year, obeys the law, and is an ethical company (which means that the company does the right thing with the right reasons).

## Appendix 2-B: Philanthropy

### Original (Dutch)

Merk X is als kledingmerk onderdeel van een (fictief) bedrijf dat goed loopt. Het bedrijf heeft ieder jaar hogere opbrengsten dan kosten, gehoorzaamt de wet, en is een ethisch bedrijf (wat wil zeggen dat het bedrijf het goede doet met de juiste redenen).

Daarnaast doneert Merk X ieder maand een royaal bedrag aan Goede Doel Y, ongeacht de maandelijkse winst. Merk X verwacht hiervoor geen directe tegenprestatie van Goede Doel Y.

### Translation into English

As a clothing brand, Brand X is part of a (fictitious) company that runs well. The company has higher revenues than costs every year, obeys the law, and is an ethical company (which means that the company does the right thing with the right reasons).

In addition, Brand X donates a generous amount every month to Charity Y, regardless of the monthly profit. Brand X does not expect any direct compensation from Charity Y for this.

## Appendix 2-C: Sponsorship

### Original (Dutch)

Merk X is als kledingmerk onderdeel van een (fictief) bedrijf dat goed loopt. Het bedrijf heeft ieder jaar hogere opbrengsten dan kosten, gehoorzaamt de wet, en is een ethisch bedrijf (wat wil zeggen dat het bedrijf het goede doet met de juiste redenen).

Daarnaast is Merk X sponsor van de lokale voetbalvereniging, FC Z. In ruil daarvoor mag Merk X adverteren op de website van FC Z, en is het logo van Merk X afgedrukt op de voetbalshirts.

### Translation into English

As a clothing brand, Brand X is part of a (fictitious) company that runs well. The company has higher revenues than costs every year, obeys the law, and is an ethical company (which means that the company does the right thing with the right reasons).

In addition, Brand X is sponsor of the local football association, FC Z. In return Brand X can advertise on the website of FC Z, and the logo of Brand X is printed on the football shirts.

## Appendix 2-D: Cause-related marketing

### Original (Dutch)

Merk X is als kledingmerk onderdeel van een (fictief) bedrijf dat goed loopt. Het bedrijf heeft ieder jaar hogere opbrengsten dan kosten, gehoorzaamt de wet, en is een ethisch bedrijf (wat wil zeggen dat het bedrijf het goede doet met de juiste redenen).

Daarnaast heeft Merk X een campagne opgezet waarin het laat weten dat 10% van de omzet naar Goede Doel Y gaat. Met andere woorden: niet eerder dan het moment dat jij een kledingstuk van Merk X koopt, krijgt Goede Doel Y geld van Merk X.

### Translation into English

As a clothing brand, Brand X is part of a (fictitious) company that runs well. The company has higher revenues than costs every year, obeys the law, and is an ethical company (which means that the company does the right thing with the right reasons).

In addition, Brand X has set up a campaign in which it says that 10% of the turnover goes to Charity Y. In other words, no sooner than when you buy a garment of Brand X, Get Y Charity money from Brand X.

## Appendix 2-E: Functional value

### Original (Dutch)

Merk X is als kledingmerk onderdeel van een (fictief) bedrijf dat goed loopt. Het bedrijf heeft ieder jaar hogere opbrengsten dan kosten, gehoorzaamt de wet, en is een ethisch bedrijf (wat wil zeggen dat het bedrijf het goede doet met de juiste redenen).

Merk X hecht waarde aan recycling van kleding. Om bewustzijn voor recycling te creëren heeft Merk X een campagne opgezet waarin het laat weten dat klanten een kortingspas voor 15% prijsreductie op alle aankopen krijgen als ze een zak oude kleding inleveren. Deze kortingspas is een heel jaar geldig.

### Translation into English

As a clothing brand, Brand X is part of a (fictitious) company that runs well. The company has higher revenues than costs every year, obeys the law, and is an ethical company (which means that the company does the right thing with the right reasons).

Brand X is committed to recycling clothing. In order to create awareness for recycling, Brand X has set up a campaign in which it says that customers receive a discount card for 15% price reduction on all purchases when they hand in a bag of old clothing. This discount card is valid for a whole year.

## Appendix 2-F: Sponsorship + Cause-related marketing

### Original (Dutch)

Merk X is als kledingmerk onderdeel van een (fictief) bedrijf dat goed loopt. Het bedrijf heeft ieder jaar hogere opbrengsten dan kosten, gehoorzaamt de wet, en is een ethisch bedrijf (wat wil zeggen dat het bedrijf het goede doet met de juiste redenen).

Daarnaast is Merk X sponsor van de lokale voetbalvereniging, FC Z. Merk X geeft 10% van de omzet aan FC Z. Met andere woorden: niet eerder dan het moment dat jij een kledingstuk van Merk X koopt, krijgt FC Z geld van Merk X. In ruil daarvoor mag Merk X adverteren op de website van FC Z, en is het logo van Merk X te zien op de voetbalshirts.

### Translation into English

As a clothing brand, Brand X is part of a (fictitious) company that runs well. The company has higher revenues than costs every year, obeys the law, and is an ethical company (which means that the company does the right thing with the right reasons).

In addition, Brand X sponsor of the local football club, FC Z. Brand X donates 10% of its turnover on FC Z. In other words, no sooner than when you buy a garment of Brand X, Z FC gets money from Brand X. In return Brand X can advertise on the website of FC Z, and the logo of Brand X can be seen on the football shirts.

## Appendix 3: Data transformation in Excel

### Appendix 3-A: Dataset before cleaning and transforming

Gender	Age	NO CSR	Philanthropy	Sponsorship	CRM	Functional	Sponsorship_CRM
Man	15-24	6. Positive	7. Very Positive	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative
Vrouw	15-24	5. More positive than negative	7. Very Positive	5. More positive than negative	3. More negative than positive	5. More positive than negative	4. Neutral
Vrouw	15-24	6. Positive	6. Positive	6. Positive	4. Neutral	7. Very Positive	5. More positive than negative
Vrouw	25-34	6. Positive	6. Positive	7. Very Positive	7. Very Positive	6. Positive	6. Positive
Man	45-54	7. Very Positive	6. Positive	7. Very Positive	6. Positive	6. Positive	6. Positive
Man	15-24	6. Positive	6. Positive	4. Neutral	6. Positive	6. Positive	3. More negative than positive
Man	15-24	5. More positive than negative	6. Positive	5. More positive than negative	6. Positive	7. Very Positive	4. Neutral
Vrouw	15-24	5. More positive than negative	6. Positive	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative
Vrouw	45-54	6. Positive	6. Positive	4. Neutral	7. Very Positive	7. Very Positive	4. Neutral
Man	15-24	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	15-24	7. Very Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Man	15-24	6. Positive	6. Positive	4. Neutral	3. More negative than positive	5. More positive than negative	2. Negative
Man	45-54	6. Positive	7. Very Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive
Man	15-24	6. Positive	7. Very Positive	4. Neutral	6. Positive	5. More positive than negative	4. Neutral
Vrouw	15-24	6. Positive	7. Very Positive	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative
Man	15-24	5. More positive than negative	6. Positive	5. More positive than negative	7. Very Positive	6. Positive	5. More positive than negative
Vrouw	15-24	5. More positive than negative	5. More positive than negative	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative
Man	15-24	5. More positive than negative	2. Negative	6. Positive	6. Positive	2. Negative	5. More positive than negative
Vrouw	15-24	6. Positive	7. Very Positive	5. More positive than negative	4. Neutral	6. Positive	3. More negative than positive
Vrouw	15-24	6. Positive	7. Very Positive	5. More positive than negative	7. Very Positive	7. Very Positive	5. More positive than negative
Vrouw	15-24	5. More positive than negative	7. Very Positive	5. More positive than negative	4. Neutral	6. Positive	3. More negative than positive
Vrouw	15-24	4. Neutral	4. Neutral	4. Neutral	5. More positive than negative	5. More positive than negative	4. Neutral
Vrouw	15-24	6. Positive	6. Positive	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative



Vrouw	25-34	6. Positive	6. Positive	6. Positive	5. More positive than negative	6. Positive	3. More negative than positive
Man	15-24	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	15-24	4. Neutral	7. Very Positive	4. Neutral	6. Positive	6. Positive	4. Neutral
Man	15-24	4. Neutral	4. Neutral	4. Neutral	5. More positive than negative	4. Neutral	5. More positive than negative
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Vrouw	35-44	6. Positive	7. Very Positive	4. Neutral	3. More negative than positive	6. Positive	5. More positive than negative
Vrouw	55-64	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative
Man	15-24	5. More positive than negative	6. Positive	5. More positive than negative	6. Positive	7. Very Positive	6. Positive
Vrouw	15-24	7. Very Positive	6. Positive	4. Neutral	6. Positive	4. Neutral	4. Neutral
Vrouw	15-24	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	4. Neutral	5. More positive than negative
Vrouw	15-24	5. More positive than negative	6. Positive	4. Neutral	5. More positive than negative	7. Very Positive	5. More positive than negative
Vrouw	15-24	7. Very Positive	7. Very Positive	7. Very Positive	5. More positive than negative	5. More positive than negative	5. More positive than negative
Vrouw	45-54	6. Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Vrouw	25-34	4. Neutral	6. Positive	6. Positive	6. Positive	6. Positive	4. Neutral
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Vrouw	25-34	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	5. More positive than negative
Man	15-24	5. More positive than negative	6. Positive	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative
Man	55-64	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative	5. More positive than negative	4. Neutral
Vrouw	15-24	5. More positive than negative	4. Neutral	7. Very Positive	2. Negative	5. More positive than negative	3. More negative than positive
Vrouw	15-24	6. Positive	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative	5. More positive than negative
Vrouw	15-24	7. Very Positive	7. Very Positive	4. Neutral	4. Neutral	6. Positive	5. More positive than negative
Vrouw	15-24	5. More positive than negative	6. Positive	4. Neutral	5. More positive than negative	5. More positive than negative	4. Neutral
Man	15-24	4. Neutral	4. Neutral	4. Neutral	5. More positive than negative	6. Positive	6. Positive
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	15-24	5. More positive than negative	6. Positive	6. Positive	6. Positive	5. More positive than negative	6. Positive
Vrouw	15-24	6. Positive	6. Positive	6. Positive	4. Neutral	6. Positive	4. Neutral
Vrouw	15-24	6. Positive	4. Neutral	4. Neutral	6. Positive	6. Positive	6. Positive

Vrouw	35-44	6. Positive	6. Positive	6. Positive	5. More positive than negative	7. Very Positive	6. Positive
Man	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	6. Positive	5. More positive than negative
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	5. More positive than negative
Vrouw	15-24	6. Positive	7. Very Positive	5. More positive than negative	5. More positive than negative	5. More positive than negative	4. Neutral
Man	15-24	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative
Vrouw	15-24	7. Very Positive	7. Very Positive	6. Positive	7. Very Positive	7. Very Positive	4. Neutral
Man	15-24	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive
Man	15-24	7. Very Positive	7. Very Positive	7. Very Positive	4. Neutral	7. Very Positive	2. Negative
Man	15-24	7. Very Positive	7. Very Positive	4. Neutral	5. More positive than negative	7. Very Positive	6. Positive
Man	15-24	6. Positive	6. Positive	6. Positive	5. More positive than negative	6. Positive	5. More positive than negative
Vrouw	55-64	4. Neutral	4. Neutral	4. Neutral	4. Neutral	5. More positive than negative	5. More positive than negative
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	45-54	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative
Vrouw	15-24	4. Neutral	5. More positive than negative	4. Neutral	5. More positive than negative	6. Positive	4. Neutral
Vrouw	15-24	7. Very Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	7. Very Positive	7. Very Positive	6. Positive
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	5. More positive than negative
Man	45-54	6. Positive	7. Very Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	25-34	6. Positive	7. Very Positive	7. Very Positive	6. Positive	6. Positive	6. Positive
Man	45-54	4. Neutral	6. Positive	5. More positive than negative	5. More positive than negative	3. More negative than positive	5. More positive than negative
Man	15-24	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative	6. Positive	4. Neutral
Vrouw	45-54	6. Positive	7. Very Positive	7. Very Positive	6. Positive	7. Very Positive	7. Very Positive
Vrouw	15-24	6. Positive	4. Neutral	3. More negative than positive	4. Neutral	4. Neutral	5. More positive than negative
Vrouw	15-24	5. More positive than negative	7. Very Positive	4. Neutral	5. More positive than negative	6. Positive	4. Neutral
Man	15-24	6. Positive	6. Positive	6. Positive	7. Very Positive	6. Positive	4. Neutral
Man	45-54	6. Positive	7. Very Positive	5. More positive than negative	7. Very Positive	6. Positive	5. More positive than negative
Vrouw	25-34	6. Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	6. Positive

Vrouw	35-44	7. Very Positive	6. Positive	7. Very Positive	7. Very Positive	7. Very Positive	3. More negative than positive
Vrouw	35-44	5. More positive than negative	6. Positive	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative
Man	25-34	5. More positive than negative	5. More positive than negative	5. More positive than negative	4. Neutral	6. Positive	5. More positive than negative
Vrouw	15-24	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative	6. Positive	5. More positive than negative
Vrouw	45-54	5. More positive than negative	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	55-64	4. Neutral	4. Neutral	5. More positive than negative	4. Neutral	6. Positive	6. Positive
Vrouw	15-24	5. More positive than negative	6. Positive	4. Neutral	5. More positive than negative	6. Positive	7. Very Positive
Vrouw	15-24	7. Very Positive	7. Very Positive	7. Very Positive	6. Positive	7. Very Positive	5. More positive than negative
Vrouw	25-34	7. Very Positive	7. Very Positive	7. Very Positive	6. Positive	7. Very Positive	7. Very Positive
Man	35-44	4. Neutral	5. More positive than negative	5. More positive than negative	4. Neutral	5. More positive than negative	5. More positive than negative
Vrouw	15-24	6. Positive	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative	6. Positive
Vrouw	35-44	6. Positive	7. Very Positive	7. Very Positive	6. Positive	6. Positive	6. Positive
Man	25-34	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	35-44	5. More positive than negative	5. More positive than negative	5. More positive than negative	6. Positive	6. Positive	6. Positive
Vrouw	35-44	5. More positive than negative	5. More positive than negative	4. Neutral	3. More negative than positive	5. More positive than negative	4. Neutral
Vrouw	35-44	6. Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Man	45-54	5. More positive than negative	4. Neutral	4. Neutral	4. Neutral	4. Neutral	4. Neutral
Man	25-34	6. Positive	6. Positive	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative
Vrouw	35-44	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative	6. Positive	3. More negative than positive
Vrouw	35-44	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	45-54	7. Very Positive	6. Positive	6. Positive	6. Positive	4. Neutral	5. More positive than negative
Man	55-64	4. Neutral	5. More positive than negative	3. More negative than positive	5. More positive than negative	5. More positive than negative	3. More negative than positive
Man	35-44	5. More positive than negative	6. Positive	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative
Man	45-54	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	35-44	5. More positive than negative	5. More positive than negative	6. Positive	6. Positive	6. Positive	5. More positive than negative
Man	15-24	4. Neutral	6. Positive	6. Positive	6. Positive	5. More positive than	6. Positive

						negative	
Vrouw	15-24	5. More positive than negative	6. Positive	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative
Vrouw	25-34	4. Neutral	4. Neutral	3. More negative than positive	3. More negative than positive	4. Neutral	4. Neutral
Man	25-34	6. Positive	6. Positive	6. Positive	5. More positive than negative	6. Positive	6. Positive
Vrouw	15-24	5. More positive than negative	6. Positive	5. More positive than negative	4. Neutral	6. Positive	5. More positive than negative
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	6. Positive	5. More positive than negative
Vrouw	45-54	5. More positive than negative	6. Positive	7. Very Positive	6. Positive	7. Very Positive	7. Very Positive
Vrouw	45-54	4. Neutral	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	15-24	5. More positive than negative	7. Very Positive	5. More positive than negative	6. Positive	5. More positive than negative	4. Neutral
Man	55-64	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative
Man	15-24	6. Positive	7. Very Positive	6. Positive	5. More positive than negative	6. Positive	5. More positive than negative
Vrouw	25-34	4. Neutral	4. Neutral	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative
Vrouw	35-44	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative	4. Neutral	4. Neutral
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Man	15-24	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative
Man	25-34	7. Very Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Vrouw	15-24	5. More positive than negative	6. Positive	2. Negative	6. Positive	5. More positive than negative	2. Negative
Vrouw	45-54	6. Positive	7. Very Positive	7. Very Positive	5. More positive than negative	7. Very Positive	5. More positive than negative
Vrouw	15-24	7. Very Positive	7. Very Positive	6. Positive	5. More positive than negative	6. Positive	5. More positive than negative
Man	15-24	6. Positive	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative	7. Very Positive
Man	25-34	3. More negative than positive	7. Very Positive	4. Neutral	5. More positive than negative	7. Very Positive	2. Negative
Vrouw	15-24	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive
Vrouw	35-44	5. More positive than negative	6. Positive	4. Neutral	3. More negative than positive	6. Positive	5. More positive than negative
Vrouw	45-54	7. Very Positive	7. Very Positive	7. Very Positive	6. Positive	6. Positive	5. More positive than negative
Man	55-64	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative	6. Positive	5. More positive than negative

Vrouw	35-44	4. Neutral	5. More positive than negative	4. Neutral	5. More positive than negative	5. More positive than negative	4. Neutral
Man	15-24	6. Positive	7. Very Positive	6. Positive	3. More negative than positive	7. Very Positive	3. More negative than positive
Vrouw	25-34	4. Neutral	5. More positive than negative	5. More positive than negative	4. Neutral	6. Positive	4. Neutral
Man	25-34	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	45-54	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	15-24	6. Positive	6. Positive	4. Neutral	7. Very Positive	6. Positive	5. More positive than negative
Man	45-54	6. Positive	7. Very Positive	4. Neutral	3. More negative than positive	5. More positive than negative	2. Negative
Vrouw	15-24	7. Very Positive	7. Very Positive	6. Positive	5. More positive than negative	5. More positive than negative	4. Neutral
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	4. Neutral	5. More positive than negative	4. Neutral
Man	25-34	4. Neutral	5. More positive than negative	5. More positive than negative	5. More positive than negative	6. Positive	4. Neutral
Man	55-64	6. Positive	7. Very Positive	6. Positive	7. Very Positive	6. Positive	5. More positive than negative
Man	25-34	5. More positive than negative	7. Very Positive	5. More positive than negative	6. Positive	7. Very Positive	4. Neutral
Man	45-54	5. More positive than negative	5. More positive than negative	5. More positive than negative	3. More negative than positive	4. Neutral	3. More negative than positive
Man	55-64	7. Very Positive	7. Very Positive	5. More positive than negative	5. More positive than negative	5. More positive than negative	4. Neutral
Man	55-64	1. Very Negative	1. Very Negative	3. More negative than positive	4. Neutral	3. More negative than positive	5. More positive than negative
Man	45-54	6. Positive	7. Very Positive	6. Positive	7. Very Positive	6. Positive	5. More positive than negative
Vrouw	35-44	6. Positive	6. Positive	6. Positive	3. More negative than positive	5. More positive than negative	3. More negative than positive
Vrouw	15-24	7. Very Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	5. More positive than negative
Man	15-24	4. Neutral	5. More positive than negative	4. Neutral	5. More positive than negative	4. Neutral	4. Neutral
Vrouw	45-54	5. More positive than negative	6. Positive	4. Neutral	6. Positive	6. Positive	4. Neutral
Vrouw	45-54	6. Positive	6. Positive	4. Neutral	6. Positive	6. Positive	6. Positive
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Man	45-54	6. Positive	6. Positive	6. Positive	7. Very Positive	7. Very Positive	5. More positive than negative
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	35-44	4. Neutral	5. More positive than negative	5. More positive than negative	3. More negative than positive	6. Positive	4. Neutral
Vrouw	25-34	4. Neutral	5. More positive than negative	5. More positive than negative	6. Positive	6. Positive	3. More negative than positive

Vrouw	15-24	7. Very Positive	6. Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	5. More positive than negative	7. Very Positive	4. Neutral
Man	15-24	5. More positive than negative	5. More positive than negative	6. Positive	6. Positive	4. Neutral	5. More positive than negative
Vrouw	15-24	7. Very Positive	7. Very Positive	7. Very Positive	5. More positive than negative	7. Very Positive	6. Positive
Man	45-54	5. More positive than negative	5. More positive than negative	5. More positive than negative	3. More negative than positive	6. Positive	3. More negative than positive
Vrouw	55-64	4. Neutral	6. Positive	4. Neutral	4. Neutral	4. Neutral	2. Negative
Vrouw	45-54	7. Very Positive	6. Positive	6. Positive	6. Positive	6. Positive	5. More positive than negative
Vrouw	15-24	6. Positive	5. More positive than negative	5. More positive than negative	3. More negative than positive	6. Positive	4. Neutral
Vrouw	35-44	4. Neutral	4. Neutral	4. Neutral	5. More positive than negative	5. More positive than negative	4. Neutral
Man	15-24	6. Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	5. More positive than negative
Man	15-24	6. Positive	6. Positive	6. Positive	7. Very Positive	5. More positive than negative	6. Positive
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Vrouw	15-24	6. Positive	7. Very Positive	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative
Vrouw	15-24	6. Positive	6. Positive	6. Positive	6. Positive	7. Very Positive	4. Neutral
Vrouw	15-24	6. Positive	6. Positive	4. Neutral	3. More negative than positive	4. Neutral	4. Neutral
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative
Vrouw	15-24	5. More positive than negative	6. Positive	5. More positive than negative	4. Neutral	4. Neutral	5. More positive than negative
Vrouw	15-24	5. More positive than negative	6. Positive	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative
Vrouw	15-24	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Man	55-64	6. Positive	7. Very Positive	6. Positive	6. Positive	7. Very Positive	6. Positive
Man	45-54	5. More positive than negative	6. Positive	5. More positive than negative	5. More positive than negative	6. Positive	4. Neutral
Vrouw	15-24	6. Positive	7. Very Positive	6. Positive	7. Very Positive	7. Very Positive	5. More positive than negative
Vrouw	15-24	5. More positive than negative	5. More positive than negative	6. Positive	6. Positive	6. Positive	7. Very Positive
Vrouw	15-24	6. Positive	7. Very Positive	5. More positive than negative	4. Neutral	7. Very Positive	5. More positive than negative
Vrouw	45-54	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	7. Very Positive	6. Positive

Vrouw	15-24	6. Positive	6. Positive				
Vrouw	15-24	5. More positive than negative					
Vrouw	15-24	7. Very Positive	7. Very Positive	7. Very Positive			
Vrouw	15-24						
Vrouw	15-24						
Man	45-54	5. More positive than negative	6. Positive	5. More positive than negative	6. Positive	6. Positive	5. More positive than negative
Man	15-24	6. Positive	7. Very Positive	6. Positive	6. Positive	6. Positive	6. Positive
Vrouw	15-24						
Man	15-24	6. Positive	6. Positive	5. More positive than negative	5. More positive than negative	7. Very Positive	4. Neutral
Vrouw	15-24						
Man	15-24	6. Positive	7. Very Positive	6. Positive			
Vrouw	45-54	4. Neutral	4. Neutral	4. Neutral	4. Neutral	4. Neutral	4. Neutral
Man	15-24						
Vrouw	15-24						
Man	25-34						
Vrouw	15-24	5. More positive than negative	6. Positive	4. Neutral			
Vrouw	15-24						
Man	45-54	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative	5. More positive than negative
Man	55-64						
Vrouw	15-24	6. Positive	7. Very Positive	4. Neutral	7. Very Positive		
Man	25-34						
Vrouw	15-24	6. Positive	6. Positive	2. Negative	6. Positive	7. Very Positive	2. Negative
Man	45-54	6. Positive	6. Positive				
Vrouw	15-24	6. Positive	7. Very Positive	5. More positive than negative	5. More positive than negative	6. Positive	5. More positive than negative
Vrouw	45-54	5. More positive than negative	6. Positive	4. Neutral	5. More positive than negative	6. Positive	5. More positive than negative
Vrouw	15-24						

**Appendix 3-B: After**

To get from Appendix 3-A to Appendix 3-B, all incomplete answers were removed, and the rows were stacked into columns, so that all answers were listed underneath each other per participant. Also, the text of the answer was transformed into solely the corresponding number, ranging from 1-7.

Number	User	Age	Male	Type	Score
1	1	1	1	control	6
2	1	1	1	philanthropy	7
3	1	1	1	sponsorship	5
4	1	1	1	crm	6
5	1	1	1	functional	6
6	1	1	1	sponsorship_crm	5
7	2	1	0	control	5
8	2	1	0	philanthropy	7
9	2	1	0	sponsorship	5
10	2	1	0	crm	3
11	2	1	0	functional	5
12	2	1	0	sponsorship_crm	5
13	3	1	0	control	6
14	3	1	0	philanthropy	6
15	3	1	0	sponsorship	6
16	3	1	0	crm	5
17	3	1	0	functional	7
18	3	1	0	sponsorship_crm	5
19	4	2	0	control	6
20	4	2	0	philanthropy	6
21	4	2	0	sponsorship	7
22	4	2	0	crm	7
23	4	2	0	functional	6
24	4	2	0	sponsorship_crm	6
25	5	4	1	control	7
26	5	4	1	philanthropy	6
27	5	4	1	sponsorship	7
28	5	4	1	crm	6
29	5	4	1	functional	6
30	5	4	1	sponsorship_crm	6
31	6	1	1	control	6
32	6	1	1	philanthropy	6
33	6	1	1	sponsorship	5
34	6	1	1	crm	6
35	6	1	1	functional	6
36	6	1	1	sponsorship_crm	3
37	7	1	1	control	5
38	7	1	1	philanthropy	6
39	7	1	1	sponsorship	5
40	7	1	1	crm	6
41	7	1	1	functional	7
42	7	1	1	sponsorship_crm	5



43	8	1	0	control	5
44	8	1	0	philanthropy	6
45	8	1	0	sponsorship	5
46	8	1	0	crm	6
47	8	1	0	functional	6
48	8	1	0	sponsorship_crm	5
49	9	4	0	control	6
50	9	4	0	philanthropy	6
51	9	4	0	sponsorship	5
52	9	4	0	crm	7
53	9	4	0	functional	7
54	9	4	0	sponsorship_crm	5
55	10	1	1	control	6
56	10	1	1	philanthropy	6
57	10	1	1	sponsorship	6
58	10	1	1	crm	6
59	10	1	1	functional	6
60	10	1	1	sponsorship_crm	6
61	11	1	0	control	7
62	11	1	0	philanthropy	7
63	11	1	0	sponsorship	6
64	11	1	0	crm	6
65	11	1	0	functional	7
66	11	1	0	sponsorship_crm	6
67	12	1	1	control	6
68	12	1	1	philanthropy	6
69	12	1	1	sponsorship	5
70	12	1	1	crm	3
71	12	1	1	functional	5
72	12	1	1	sponsorship_crm	2
73	13	4	1	control	6
74	13	4	1	philanthropy	7
75	13	4	1	sponsorship	7
76	13	4	1	crm	6
77	13	4	1	functional	6
78	13	4	1	sponsorship_crm	7
79	14	1	1	control	6
80	14	1	1	philanthropy	7
81	14	1	1	sponsorship	5
82	14	1	1	crm	6
83	14	1	1	functional	5
84	14	1	1	sponsorship_crm	5
85	15	1	0	control	6
86	15	1	0	philanthropy	7
87	15	1	0	sponsorship	5
88	15	1	0	crm	5
89	15	1	0	functional	6
90	15	1	0	sponsorship_crm	5
91	16	1	1	control	5
92	16	1	1	philanthropy	6
93	16	1	1	sponsorship	5
94	16	1	1	crm	7
95	16	1	1	functional	6
96	16	1	1	sponsorship_crm	5
97	17	1	0	control	5

98	17	1	0	philanthropy	5
99	17	1	0	sponsorship	5
100	17	1	0	crm	6
101	17	1	0	functional	6
102	17	1	0	sponsorship_crm	5
103	18	1	1	control	5
104	18	1	1	philanthropy	2
105	18	1	1	sponsorship	6
106	18	1	1	crm	6
107	18	1	1	functional	2
108	18	1	1	sponsorship_crm	5
109	19	1	0	control	6
110	19	1	0	philanthropy	7
111	19	1	0	sponsorship	5
112	19	1	0	crm	5
113	19	1	0	functional	6
114	19	1	0	sponsorship_crm	3
115	20	1	0	control	6
116	20	1	0	philanthropy	7
117	20	1	0	sponsorship	5
118	20	1	0	crm	7
119	20	1	0	functional	7
120	20	1	0	sponsorship_crm	5
121	21	1	0	control	5
122	21	1	0	philanthropy	7
123	21	1	0	sponsorship	5
124	21	1	0	crm	5
125	21	1	0	functional	6
126	21	1	0	sponsorship_crm	3
127	22	1	0	control	5
128	22	1	0	philanthropy	5
129	22	1	0	sponsorship	5
130	22	1	0	crm	5
131	22	1	0	functional	5
132	22	1	0	sponsorship_crm	5
133	23	1	0	control	6
134	23	1	0	philanthropy	6
135	23	1	0	sponsorship	5
136	23	1	0	crm	6
137	23	1	0	functional	6
138	23	1	0	sponsorship_crm	5
139	24	2	0	control	6
140	24	2	0	philanthropy	6
141	24	2	0	sponsorship	6
142	24	2	0	crm	5
143	24	2	0	functional	6
144	24	2	0	sponsorship_crm	3
145	25	1	1	control	6
146	25	1	1	philanthropy	6
147	25	1	1	sponsorship	6
148	25	1	1	crm	6
149	25	1	1	functional	6
150	25	1	1	sponsorship_crm	6
151	26	1	1	control	5
152	26	1	1	philanthropy	7

153	26	1	1	sponsorship	5
154	26	1	1	crm	6
155	26	1	1	functional	6
156	26	1	1	sponsorship_crm	5
157	27	1	1	control	5
158	27	1	1	philanthropy	5
159	27	1	1	sponsorship	5
160	27	1	1	crm	5
161	27	1	1	functional	5
162	27	1	1	sponsorship_crm	5
163	28	1	0	control	6
164	28	1	0	philanthropy	6
165	28	1	0	sponsorship	6
166	28	1	0	crm	6
167	28	1	0	functional	7
168	28	1	0	sponsorship_crm	6
169	29	3	0	control	6
170	29	3	0	philanthropy	7
171	29	3	0	sponsorship	5
172	29	3	0	crm	3
173	29	3	0	functional	6
174	29	3	0	sponsorship_crm	5
175	30	5	0	control	5
176	30	5	0	philanthropy	5
177	30	5	0	sponsorship	5
178	30	5	0	crm	5
179	30	5	0	functional	6
180	30	5	0	sponsorship_crm	5
181	31	1	1	control	5
182	31	1	1	philanthropy	6
183	31	1	1	sponsorship	5
184	31	1	1	crm	6
185	31	1	1	functional	7
186	31	1	1	sponsorship_crm	6
187	32	1	0	control	7
188	32	1	0	philanthropy	6
189	32	1	0	sponsorship	5
190	32	1	0	crm	6
191	32	1	0	functional	5
192	32	1	0	sponsorship_crm	5
193	33	1	0	control	7
194	33	1	0	philanthropy	7
195	33	1	0	sponsorship	7
196	33	1	0	crm	7
197	33	1	0	functional	5
198	33	1	0	sponsorship_crm	5
199	34	1	0	control	5
200	34	1	0	philanthropy	6
201	34	1	0	sponsorship	5
202	34	1	0	crm	5
203	34	1	0	functional	7
204	34	1	0	sponsorship_crm	5
205	35	1	0	control	7
206	35	1	0	philanthropy	7
207	35	1	0	sponsorship	7

208	35	1	0	crm	5
209	35	1	0	functional	5
210	35	1	0	sponsorship_crm	5
211	36	4	0	control	6
212	36	4	0	philanthropy	6
213	36	4	0	sponsorship	6
214	36	4	0	crm	6
215	36	4	0	functional	7
216	36	4	0	sponsorship_crm	6
217	37	2	0	control	5
218	37	2	0	philanthropy	6
219	37	2	0	sponsorship	6
220	37	2	0	crm	6
221	37	2	0	functional	6
222	37	2	0	sponsorship_crm	5
223	38	1	0	control	6
224	38	1	0	philanthropy	7
225	38	1	0	sponsorship	6
226	38	1	0	crm	6
227	38	1	0	functional	7
228	38	1	0	sponsorship_crm	6
229	39	2	0	control	6
230	39	2	0	philanthropy	6
231	39	2	0	sponsorship	6
232	39	2	0	crm	6
233	39	2	0	functional	6
234	39	2	0	sponsorship_crm	5
235	40	1	1	control	5
236	40	1	1	philanthropy	6
237	40	1	1	sponsorship	5
238	40	1	1	crm	5
239	40	1	1	functional	6
240	40	1	1	sponsorship_crm	5
241	41	5	1	control	6
242	41	5	1	philanthropy	6
243	41	5	1	sponsorship	5
244	41	5	1	crm	5
245	41	5	1	functional	5
246	41	5	1	sponsorship_crm	5
247	42	1	0	control	5
248	42	1	0	philanthropy	5
249	42	1	0	sponsorship	7
250	42	1	0	crm	2
251	42	1	0	functional	5
252	42	1	0	sponsorship_crm	3
253	43	1	0	control	6
254	43	1	0	philanthropy	6
255	43	1	0	sponsorship	6
256	43	1	0	crm	5
257	43	1	0	functional	5
258	43	1	0	sponsorship_crm	5
259	44	1	0	control	7
260	44	1	0	philanthropy	7
261	44	1	0	sponsorship	5
262	44	1	0	crm	5

263	44	1	0	functional	6
264	44	1	0	sponsorship_crm	5
265	45	1	0	control	5
266	45	1	0	philanthropy	6
267	45	1	0	sponsorship	5
268	45	1	0	crm	5
269	45	1	0	functional	5
270	45	1	0	sponsorship_crm	5
271	46	1	1	control	5
272	46	1	1	philanthropy	5
273	46	1	1	sponsorship	5
274	46	1	1	crm	5
275	46	1	1	functional	6
276	46	1	1	sponsorship_crm	6
277	47	1	0	control	6
278	47	1	0	philanthropy	6
279	47	1	0	sponsorship	6
280	47	1	0	crm	6
281	47	1	0	functional	6
282	47	1	0	sponsorship_crm	6
283	48	1	0	control	5
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285	48	1	0	sponsorship	6
286	48	1	0	crm	6
287	48	1	0	functional	5
288	48	1	0	sponsorship_crm	6
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291	49	1	0	sponsorship	6
292	49	1	0	crm	5
293	49	1	0	functional	6
294	49	1	0	sponsorship_crm	5
295	50	1	0	control	6
296	50	1	0	philanthropy	5
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298	50	1	0	crm	6
299	50	1	0	functional	6
300	50	1	0	sponsorship_crm	6
301	51	3	0	control	6
302	51	3	0	philanthropy	6
303	51	3	0	sponsorship	6
304	51	3	0	crm	5
305	51	3	0	functional	7
306	51	3	0	sponsorship_crm	6
307	52	1	1	control	6
308	52	1	1	philanthropy	7
309	52	1	1	sponsorship	6
310	52	1	1	crm	6
311	52	1	1	functional	6
312	52	1	1	sponsorship_crm	5
313	53	1	0	control	6
314	53	1	0	philanthropy	6
315	53	1	0	sponsorship	6
316	53	1	0	crm	6
317	53	1	0	functional	6

318	53	1	0	sponsorship_crm	5
319	54	1	0	control	6
320	54	1	0	philanthropy	7
321	54	1	0	sponsorship	5
322	54	1	0	crm	5
323	54	1	0	functional	5
324	54	1	0	sponsorship_crm	5
325	55	1	1	control	6
326	55	1	1	philanthropy	6
327	55	1	1	sponsorship	5
328	55	1	1	crm	5
329	55	1	1	functional	5
330	55	1	1	sponsorship_crm	5
331	56	1	0	control	7
332	56	1	0	philanthropy	7
333	56	1	0	sponsorship	6
334	56	1	0	crm	7
335	56	1	0	functional	7
336	56	1	0	sponsorship_crm	5
337	57	1	1	control	7
338	57	1	1	philanthropy	7
339	57	1	1	sponsorship	7
340	57	1	1	crm	7
341	57	1	1	functional	7
342	57	1	1	sponsorship_crm	7
343	58	1	1	control	7
344	58	1	1	philanthropy	7
345	58	1	1	sponsorship	7
346	58	1	1	crm	5
347	58	1	1	functional	7
348	58	1	1	sponsorship_crm	2
349	59	1	1	control	7
350	59	1	1	philanthropy	7
351	59	1	1	sponsorship	5
352	59	1	1	crm	5
353	59	1	1	functional	7
354	59	1	1	sponsorship_crm	6
355	60	1	1	control	6
356	60	1	1	philanthropy	6
357	60	1	1	sponsorship	6
358	60	1	1	crm	5
359	60	1	1	functional	6
360	60	1	1	sponsorship_crm	5
361	61	5	0	control	5
362	61	5	0	philanthropy	5
363	61	5	0	sponsorship	5
364	61	5	0	crm	5
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366	61	5	0	sponsorship_crm	5
367	62	1	0	control	6
368	62	1	0	philanthropy	7
369	62	1	0	sponsorship	6
370	62	1	0	crm	6
371	62	1	0	functional	6
372	62	1	0	sponsorship_crm	6

373	63	4	1	control	5
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375	63	4	1	sponsorship	5
376	63	4	1	crm	5
377	63	4	1	functional	5
378	63	4	1	sponsorship_crm	5
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384	64	1	0	sponsorship_crm	5
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386	65	1	0	philanthropy	7
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389	65	1	0	functional	7
390	65	1	0	sponsorship_crm	6
391	66	1	0	control	6
392	66	1	0	philanthropy	7
393	66	1	0	sponsorship	6
394	66	1	0	crm	7
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400	67	1	0	crm	6
401	67	1	0	functional	7
402	67	1	0	sponsorship_crm	5
403	68	4	1	control	6
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405	68	4	1	sponsorship	6
406	68	4	1	crm	6
407	68	4	1	functional	6
408	68	4	1	sponsorship_crm	6
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413	69	2	1	functional	6
414	69	2	1	sponsorship_crm	6
415	70	4	1	control	5
416	70	4	1	philanthropy	6
417	70	4	1	sponsorship	5
418	70	4	1	crm	5
419	70	4	1	functional	3
420	70	4	1	sponsorship_crm	5
421	71	1	1	control	6
422	71	1	1	philanthropy	6
423	71	1	1	sponsorship	5
424	71	1	1	crm	5
425	71	1	1	functional	6
426	71	1	1	sponsorship_crm	5
427	72	4	0	control	6

428	72	4	0	philanthropy	7
429	72	4	0	sponsorship	7
430	72	4	0	crm	6
431	72	4	0	functional	7
432	72	4	0	sponsorship_crm	7
433	73	1	0	control	6
434	73	1	0	philanthropy	5
435	73	1	0	sponsorship	3
436	73	1	0	crm	5
437	73	1	0	functional	5
438	73	1	0	sponsorship_crm	5
439	74	1	0	control	5
440	74	1	0	philanthropy	7
441	74	1	0	sponsorship	5
442	74	1	0	crm	5
443	74	1	0	functional	6
444	74	1	0	sponsorship_crm	5
445	75	1	1	control	6
446	75	1	1	philanthropy	6
447	75	1	1	sponsorship	6
448	75	1	1	crm	7
449	75	1	1	functional	6
450	75	1	1	sponsorship_crm	5
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452	76	4	1	philanthropy	7
453	76	4	1	sponsorship	5
454	76	4	1	crm	7
455	76	4	1	functional	6
456	76	4	1	sponsorship_crm	5
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458	77	2	0	philanthropy	6
459	77	2	0	sponsorship	6
460	77	2	0	crm	6
461	77	2	0	functional	7
462	77	2	0	sponsorship_crm	6
463	78	3	0	control	7
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465	78	3	0	sponsorship	7
466	78	3	0	crm	7
467	78	3	0	functional	7
468	78	3	0	sponsorship_crm	3
469	79	3	0	control	5
470	79	3	0	philanthropy	6
471	79	3	0	sponsorship	5
472	79	3	0	crm	6
473	79	3	0	functional	6
474	79	3	0	sponsorship_crm	5
475	80	2	1	control	5
476	80	2	1	philanthropy	5
477	80	2	1	sponsorship	5
478	80	2	1	crm	5
479	80	2	1	functional	6
480	80	2	1	sponsorship_crm	5
481	81	1	0	control	5
482	81	1	0	philanthropy	6



483	81	1	0	sponsorship	6
484	81	1	0	crm	5
485	81	1	0	functional	6
486	81	1	0	sponsorship_crm	5
487	82	4	0	control	5
488	82	4	0	philanthropy	6
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491	82	4	0	functional	6
492	82	4	0	sponsorship_crm	6
493	83	5	0	control	5
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497	83	5	0	functional	6
498	83	5	0	sponsorship_crm	6
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504	84	1	0	sponsorship_crm	7
505	85	1	0	control	7
506	85	1	0	philanthropy	7
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508	85	1	0	crm	6
509	85	1	0	functional	7
510	85	1	0	sponsorship_crm	5
511	86	2	0	control	7
512	86	2	0	philanthropy	7
513	86	2	0	sponsorship	7
514	86	2	0	crm	6
515	86	2	0	functional	7
516	86	2	0	sponsorship_crm	7
517	87	3	1	control	5
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519	87	3	1	sponsorship	5
520	87	3	1	crm	5
521	87	3	1	functional	5
522	87	3	1	sponsorship_crm	5
523	88	1	0	control	6
524	88	1	0	philanthropy	6
525	88	1	0	sponsorship	6
526	88	1	0	crm	5
527	88	1	0	functional	5
528	88	1	0	sponsorship_crm	6
529	89	3	0	control	6
530	89	3	0	philanthropy	7
531	89	3	0	sponsorship	7
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533	89	3	0	functional	6
534	89	3	0	sponsorship_crm	6
535	90	2	1	control	6
536	90	2	1	philanthropy	6
537	90	2	1	sponsorship	6

538	90	2	1	crm	6
539	90	2	1	functional	6
540	90	2	1	sponsorship_crm	6
541	91	3	1	control	5
542	91	3	1	philanthropy	5
543	91	3	1	sponsorship	5
544	91	3	1	crm	6
545	91	3	1	functional	6
546	91	3	1	sponsorship_crm	6
547	92	3	0	control	5
548	92	3	0	philanthropy	5
549	92	3	0	sponsorship	5
550	92	3	0	crm	3
551	92	3	0	functional	5
552	92	3	0	sponsorship_crm	5
553	93	3	0	control	6
554	93	3	0	philanthropy	7
555	93	3	0	sponsorship	6
556	93	3	0	crm	6
557	93	3	0	functional	7
558	93	3	0	sponsorship_crm	6
559	94	4	1	control	5
560	94	4	1	philanthropy	5
561	94	4	1	sponsorship	5
562	94	4	1	crm	5
563	94	4	1	functional	5
564	94	4	1	sponsorship_crm	5
565	95	2	1	control	6
566	95	2	1	philanthropy	6
567	95	2	1	sponsorship	6
568	95	2	1	crm	6
569	95	2	1	functional	5
570	95	2	1	sponsorship_crm	5
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572	96	3	0	philanthropy	6
573	96	3	0	sponsorship	5
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575	96	3	0	functional	6
576	96	3	0	sponsorship_crm	3
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580	97	3	0	crm	6
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586	98	4	0	crm	6
587	98	4	0	functional	5
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592	99	5	1	crm	5

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627	105	2	0	sponsorship	3
628	105	2	0	crm	3
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630	105	2	0	sponsorship_crm	5
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633	106	2	1	sponsorship	6
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641	107	1	0	functional	6
642	107	1	0	sponsorship_crm	5
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645	108	1	0	sponsorship	6
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702	117	1	1	sponsorship_crm	5

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705	118	2	1	sponsorship	6
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707	118	2	1	functional	7
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711	119	1	0	sponsorship	2
712	119	1	0	crm	6
713	119	1	0	functional	5
714	119	1	0	sponsorship_crm	2
715	120	4	0	control	6
716	120	4	0	philanthropy	7
717	120	4	0	sponsorship	7
718	120	4	0	crm	5
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720	120	4	0	sponsorship_crm	5
721	121	1	0	control	7
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723	121	1	0	sponsorship	6
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725	121	1	0	functional	6
726	121	1	0	sponsorship_crm	5
727	122	1	1	control	6
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730	122	1	1	crm	6
731	122	1	1	functional	5
732	122	1	1	sponsorship_crm	7
733	123	2	1	control	3
734	123	2	1	philanthropy	7
735	123	2	1	sponsorship	5
736	123	2	1	crm	5
737	123	2	1	functional	7
738	123	2	1	sponsorship_crm	2
739	124	1	0	control	7
740	124	1	0	philanthropy	7
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742	124	1	0	crm	7
743	124	1	0	functional	7
744	124	1	0	sponsorship_crm	7
745	125	3	0	control	5
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747	125	3	0	sponsorship	5
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754	126	4	0	crm	6
755	126	4	0	functional	6
756	126	4	0	sponsorship_crm	5
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762	127	5	1	sponsorship_crm	5
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768	128	3	0	sponsorship_crm	5
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773	129	1	1	functional	7
774	129	1	1	sponsorship_crm	3
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813	136	1	0	sponsorship	6
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841	141	5	1	control	7
842	141	5	1	philanthropy	7
843	141	5	1	sponsorship	5
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847	142	5	1	control	1
848	142	5	1	philanthropy	1
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856	143	4	1	crm	7
857	143	4	1	functional	6
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862	144	3	0	crm	3
863	144	3	0	functional	5
864	144	3	0	sponsorship_crm	3
865	145	1	0	control	7
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871	146	1	1	control	5
872	146	1	1	philanthropy	5
873	146	1	1	sponsorship	5
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876	146	1	1	sponsorship_crm	5
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891	149	1	0	sponsorship	6
892	149	1	0	crm	6
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903	151	1	0	sponsorship	6
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906	151	1	0	sponsorship_crm	6
907	152	3	0	control	5
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910	152	3	0	crm	3
911	152	3	0	functional	6
912	152	3	0	sponsorship_crm	5
913	153	2	0	control	5
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915	153	2	0	sponsorship	5
916	153	2	0	crm	6
917	153	2	0	functional	6
918	153	2	0	sponsorship_crm	3
919	154	1	0	control	7
920	154	1	0	philanthropy	6
921	154	1	0	sponsorship	6
922	154	1	0	crm	6



923	154	1	0	functional	6
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925	155	1	0	control	6
926	155	1	0	philanthropy	7
927	155	1	0	sponsorship	6
928	155	1	0	crm	5
929	155	1	0	functional	7
930	155	1	0	sponsorship_crm	5
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934	156	1	1	crm	6
935	156	1	1	functional	5
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937	157	1	0	control	7
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940	157	1	0	crm	5
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942	157	1	0	sponsorship_crm	6
943	158	4	1	control	5
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946	158	4	1	crm	3
947	158	4	1	functional	6
948	158	4	1	sponsorship_crm	3
949	159	5	0	control	5
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955	160	4	0	control	7
956	160	4	0	philanthropy	6
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965	161	1	0	functional	6
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980	164	1	1	philanthropy	6
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982	164	1	1	crm	7
983	164	1	1	functional	5
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988	165	1	0	crm	6
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995	166	1	0	functional	6
996	166	1	0	sponsorship_crm	5
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999	167	1	0	sponsorship	6
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1001	167	1	0	functional	7
1002	167	1	0	sponsorship_crm	5
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1005	168	1	0	sponsorship	5
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1007	168	1	0	functional	5
1008	168	1	0	sponsorship_crm	5
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1010	169	1	0	philanthropy	7
1011	169	1	0	sponsorship	6
1012	169	1	0	crm	6
1013	169	1	0	functional	5
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1015	170	1	0	control	5
1016	170	1	0	philanthropy	6
1017	170	1	0	sponsorship	5
1018	170	1	0	crm	5
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1071	179	4	0	sponsorship	7
1072	179	4	0	crm	7
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1074	179	4	0	sponsorship_crm	6
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1077	180	4	1	sponsorship	5
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1105	185	1	0	control	6
1106	185	1	0	philanthropy	6
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1108	185	1	0	crm	6
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1113	186	1	0	sponsorship	5
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1115	186	1	0	functional	6
1116	186	1	0	sponsorship_crm	5
1117	187	4	0	control	5
1118	187	4	0	philanthropy	6
1119	187	4	0	sponsorship	5
1120	187	4	0	crm	5
1121	187	4	0	functional	6
1122	187	4	0	sponsorship_crm	5
1123	188	3	0	control	6
1124	188	3	0	philanthropy	5
1125	188	3	0	sponsorship	3
1126	188	3	0	crm	6
1127	188	3	0	functional	7
1128	188	3	0	sponsorship_crm	3
1129	189	2	0	control	4
1130	189	2	0	philanthropy	5
1131	189	2	0	sponsorship	4
1132	189	2	0	crm	5
1133	189	2	0	functional	6
1134	189	2	0	sponsorship_crm	5
1135	190	1	0	control	6
1136	190	1	0	philanthropy	7
1137	190	1	0	sponsorship	7
1138	190	1	0	crm	5
1139	190	1	0	functional	6
1140	190	1	0	sponsorship_crm	3
1141	191	1	0	control	6
1142	191	1	0	philanthropy	7

1143	191	1	0	sponsorship	7
1144	191	1	0	crm	5
1145	191	1	0	functional	6
1146	191	1	0	sponsorship_crm	3
1147	192	3	0	control	5
1148	192	3	0	philanthropy	6
1149	192	3	0	sponsorship	4
1150	192	3	0	crm	6
1151	192	3	0	functional	6
1152	192	3	0	sponsorship_crm	3
1153	193	1	0	control	6
1154	193	1	0	philanthropy	7
1155	193	1	0	sponsorship	6
1156	193	1	0	crm	6
1157	193	1	0	functional	7
1158	193	1	0	sponsorship_crm	6
1159	194	4	0	control	4
1160	194	4	0	philanthropy	5
1161	194	4	0	sponsorship	5
1162	194	4	0	crm	5
1163	194	4	0	functional	6
1164	194	4	0	sponsorship_crm	5
1165	195	1	0	control	6
1166	195	1	0	philanthropy	7
1167	195	1	0	sponsorship	7
1168	195	1	0	crm	6
1169	195	1	0	functional	7
1170	195	1	0	sponsorship_crm	5
1171	196	1	1	control	6
1172	196	1	1	philanthropy	6
1173	196	1	1	sponsorship	6
1174	196	1	1	crm	5
1175	196	1	1	functional	6
1176	196	1	1	sponsorship_crm	5
1177	197	1	0	control	4
1178	197	1	0	philanthropy	5
1179	197	1	0	sponsorship	4
1180	197	1	0	crm	5
1181	197	1	0	functional	3
1182	197	1	0	sponsorship_crm	4
1183	198	1	1	control	6
1184	198	1	1	philanthropy	6
1185	198	1	1	sponsorship	6
1186	198	1	1	crm	6
1187	198	1	1	functional	6
1188	198	1	1	sponsorship_crm	5
1189	199	1	1	control	5
1190	199	1	1	philanthropy	5
1191	199	1	1	sponsorship	5
1192	199	1	1	crm	6
1193	199	1	1	functional	7
1194	199	1	1	sponsorship_crm	3
1195	200	1	1	control	4
1196	200	1	1	philanthropy	5
1197	200	1	1	sponsorship	3

1198	200	1	1	crm	5
1199	200	1	1	functional	3
1200	200	1	1	sponsorship_crm	3
1201	201	3	0	control	6
1202	201	3	0	philanthropy	6
1203	201	3	0	sponsorship	6
1204	201	3	0	crm	6
1205	201	3	0	functional	6
1206	201	3	0	sponsorship_crm	6
1207	202	4	0	control	4
1208	202	4	0	philanthropy	5
1209	202	4	0	sponsorship	6
1210	202	4	0	crm	6
1211	202	4	0	functional	6
1212	202	4	0	sponsorship_crm	6

## Appendix 4: Full results of the Tukey's test (post hoc)

Multiple Comparisons						
Dependent Variable: Score						
Tukey HSD						
(I) numeric type	(J) numeric type	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
control	crm	,203	,092	,231	-,06	,46
	functional	-,243	,092	,087	-,50	,02
	philanthropy	-,381	,092	,000	-,64	-,12
	sponsorship	,153	,092	,548	-,11	,41
	sponsorship_crm	,624	,092	,000	,36	,89
crm	control	-,203	,092	,231	-,46	,06
	functional	-,446	,092	,000	-,71	-,18
	philanthropy	-,584	,092	,000	-,85	-,32
	sponsorship	-,050	,092	,994	-,31	,21
	sponsorship_crm	,421	,092	,000	,16	,68
functional	control	,243	,092	,087	-,02	,50
	crm	,446	,092	,000	,18	,71
	philanthropy	-,139	,092	,655	-,40	,12
	sponsorship	,396	,092	,000	,13	,66
	sponsorship_crm	,866	,092	,000	,60	1,13
philanthropy	control	,381	,092	,000	,12	,64
	crm	,584	,092	,000	,32	,85
	functional	,139	,092	,655	-,12	,40
	sponsorship	,535	,092	,000	,27	,80
	sponsorship_crm	1,005	,092	,000	,74	1,27
sponsorship	control	-,153	,092	,548	-,41	,11
	crm	,050	,092	,994	-,21	,31
	functional	-,396	,092	,000	-,66	-,13
	philanthropy	-,535	,092	,000	-,80	-,27
	sponsorship_crm	,470	,092	,000	,21	,73
sponsorship_crm	control	-,624	,092	,000	-,89	-,36
	crm	-,421	,092	,000	-,68	-,16
	functional	-,866	,092	,000	-1,13	-,60
	philanthropy	-1,005	,092	,000	-1,27	-,74
	sponsorship	-,470	,092	,000	-,73	-,21

\*. The mean difference is significant at the 0.05 level.