

## **Looking for Luxury CSR Practices that make more Sense: the Role of corporate Identity and Consumer Attitude**

### **Introduction**

A great concern of our times is how companies are going to balance their growth goals with their engagement for sustainability (Kotler 2011). Sustainability, defined as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Report 1987, 8), has thus become a fundamental element in the contemporary business world. As a result, an increasing number of companies are re-examining their relationship to corporate social responsibility (CSR), defined as their “commitment to minimizing or eliminating any harmful effects and maximizing one’s long-run beneficial impact on society (Mohr, Webb, and Harris 2001, 47), in order to incorporate sustainability elements to them. Consequently, companies include social and environmental considerations both in their business operations and in their relationships with stakeholders (Golob, Lah, and Jančič. 2008; Van Marrewijk and Wempe 2003). Interestingly, however, the importance attributed to various CSR practices varies across different sectors. It is thus important to understand the factors affecting how consumers evaluate various CSR practices (Amatulli et al. 2018; Sweeney and Coughlan 2008).

A sector in which the understanding of how consumers evaluate CSR practices is the luxury sector. Characterized by a significant growth in the last 10 years (The Boston Consulting Group 2017), it is facing increased pressure to adopt a socially responsible orientation (De Angelis, Adiguel, and Amatulli 2017). However, despite the fact that an increasing number of luxury market strategies have already incorporated CSR

dimensions (Han, Seo, and Ko 2017), luxury has been accused of having a “conceptual opposition” to sustainability (Voyer and Beckham 2014, 245). This opposition arises from the fact that sustainability is innately linked to altruism and moderation, whereas luxury is associated with hedonism, aestheticism and expense (Carrier and Luetchford 2012; Berry 1994). This can be further explained by the fact that luxury satisfies self-oriented values, whereas sustainability satisfies self-transcendence ones (Kapferer and Denizeau 2014; Janssen, Vanhamme, and Leblanc 2014).

As a result, research examining consumers’ attitudes towards sustainable luxury or luxury CSR practices present inconsistent or contradicting findings. One research stream presents the controversies between luxury and sustainability. Some studies in this stream examined consumers’ consideration of sustainability as a purchase criterion. In a research conducted by Achabou and Dekhili (2013) the perception of the luxury product and the presence of recycled fibers were negatively correlated. They further identified the brand’s environmental commitment as the least important selection criterion in their decision making process (after quality, price, and brand reputation). Similarly, Davies, Lee, and Ahonkai (2012) found that consumers did not consider sustainability when buying luxury products compared to commodity ones. They did however find that luxury products were perceived as relatively more sustainable than commodity ones. Another group of studies researched consumers’ opinion on whether luxury and sustainability co-exist. Voyer and Beckham (2014) also reported that consumers linked luxury with unsustainability when they referred to prevailing opinions. However, when they described their own point of view they showed a preference for sustainable luxury goods.

The other research stream provides findings in favor of the co-existence of luxury and sustainability. Some researchers adopted a consumer's perspective and examined how an environmental perspective affects consumers' perception. Steinhard, Ayalon and Puterman (2013) found that an environmental claim positively augments consumer perceptions of both utilitarian and luxury products. Murat and Lochard (2011) claimed that luxury consumers have added environmental factors in their quality expectations. Others approached the issue from a corporate perspective and how luxury and sustainability can be combined. Similarly, Kapferer (2013) supported the viewpoint that luxury is already linked to sustainability, if we consider the emphasis put on craftsmanship, quality and rarity. Under this scope, the results of a study conducted by Amatulli et al. (2018) indicated that luxury companies' legal and philanthropic initiatives, defined as external CSR, had a more significant effect on consumers' willingness to buy, compared to economic and ethical ones, defined as internal CSR; this effect was even stronger for consumers with higher status and conspicuous consumption levels. Consequently, it can be inferred that consumers have started to accept the co-existence of luxury and sustainability. The next challenge refers to how sustainability elements can be appropriately incorporated in luxury CSR practices and invest their resources accordingly.

A limiting feature of the past research in this area is the frequent conceptualization of CSR practices as an antecedent of consumers' perceptions or business performance. The present research suggests taking a more comprehensive view on CSR practices, and develop an understanding on the factors influencing consumers' evaluation of specific CSR practices. This would infer a strategic and holistic approach, according to which the developed knowledge on consumers' perceptions would lead to correct choices of which CSR practices to incorporate. Furthermore, past CSR studies were

largely concerned with establishing a direct effect between corporate elements and CSR practices, paying little attention to the factors that may provide explanations for such effects. Grounding on the belief that it is of crucial importance to understand how consumers evaluate CSR practices, the present article aims to answer the following research questions: Which are the factors affecting which CSR practices consumers consider important? Is this relationship explained by an underlying mechanism?

We build on the established relationship between corporate identity and CSR practices (Karaosmanoglu, Altinigne, and Isiksal 2016) and on the fact that consumers' attitude affects how they evaluate CSR practices (Arli, Palmer, and Pham 2017) to answer our research questions. Despite the potential role of the constructs envisaged, no study has to our knowledge combined those two constructs in the CSR literature so far. Within the luxury CSR literature scarce studies have included the corporate identity dimension (e.g. Wong and Dhanesh 2017), and when they did, they examined CSR practices as a tool to build brand identity. This paper proposes a framework examining the relationship between a company's identity and the importance attributed to specific CSR practices, as well as the ways in which consumer attitude may be influencing the relationship (Lee and Lee 2018; Mosca et al. 2016).

This paper is organized as follows. The first section presents a literature review supporting the conceptual framework and the hypotheses of this study. The second section presents the research methodology and our data sources and analysis. To conclude, a summary and discussion of the empirical findings is provided, with academic and managerial implications and recommendations for further research.

## **Conceptual Framework**

### ***Perceptions around Luxury CSR Practices***

The factors influencing consumers' evaluation of CSR practices still remains a largely unexplored research area (Han et al. 2017; Öberseder, Schlegelmilch, and Gruber 2011; Torelli, Monga, and Kaikati 2012). Janssen, Vanhamme, and Leblanc (2017) examined for which luxury products CSR practices can be accepted. Their findings suggest that, when luxury products are scarce and durable (ex. fine jewelry), such products are perceived as more socially responsible than widely available ones, which in turn suggests a good fit with CSR. Cervellon and Shammass (2013) found that sustainable luxury was expected to include meaning referring to three types of values; socio-cultural values (conspicuousness, belonging and national identity), ego-centered values (guilt-free pleasures, health and youthfulness, hedonism, durable quality) and eco-centered values (doing good, not doing harm). Moraes et al. (2017) examined how sustainability can be included in an industry facing heavy criticism in relation to its CSR practices, such as the fine jewelry industry. In fact, they analyzed how sustainability can become part of the consumption performance. Their findings indicated that sustainability had to become a fundamental part of the consumption environment for consumers to include it. Carrigan, Moraes, and McEachern (2013) conceptually related deep corporate CSR to business success. It can thus be seen that research has yet to examine the process affecting consumers' evaluation of specific CSR practices.

However, despite the ongoing discussion about luxury CSR (Insert Table 1), no research has so far examined the factors leading consumers to perceive certain CSR practices as important.

### ***Corporate Identity and CSR Practices***

Corporate identity is “an organization’s enduring character, expressed through its members’ interpretations and actions” (David, Kline, and Dai 2005, 292), embodying the way that companies represent themselves to audiences (Jo Hatch and Schultz 1997). In this paper, we adopt the viewpoint suggested by David et al. (2005) that corporate identity has both an exchange- and a citizenship-dimension. These dimensions are expressed through corporate expertise and corporate social responsibility respectively. The former expresses the company’s ability to satisfy consumers’ needs and be a leader in its category and the latter to how it responds to moral, ethical and social obligations. The importance of setting a clear identity towards stakeholders has been underlined, especially since the strategies adopted by the company are significant determinants of customers’ evaluations (Jannsen et al. 2017; Pérez and Del Bosque 2012). This leads to a symbiotic relationship between corporate identity and CSR practices (Stanaland et al. 2011). A CSR approach involves the “extent to which businesses assume the economic, legal, ethical and discretionary responsibilities imposed on them by their various stakeholders” (Maignan and Ferrell 2001, 459). Sen and Bhattacharya (2001) further extended CSR actions to include community support, diversity, employee support, the environment, abroad operations, and product manufacturing.

A series of studies have examined how CSR practices contribute to shaping corporate identity. Simões and Sebastiani (2017) underline that corporate sustainability is frequently included in corporate identity, to showcase the company’s strategy, while simultaneously corporate identity is used to implement CSR strategies. The inclusion of CSR into a company’s identity, as a way to harmonize its actual and desired identity has been examined in various sectors, such as the hotel industry (Martinez et al. 2014), the banking industry (Bravo et al. 2012; Perez and Del Bosque 2012), the automotive industry (Rolland and O’Keefe Bazzoni 2009), and within the internal marketing field

for employees (Powell 2011). In that direction, Hildebrand et al. (2011) identified CSR as an effective tool for building corporate identities and Balmer et al. (2007) conceptualized the ethical corporate identity. It has been underlined that organizations show different patterns in the way they combine CSR and corporate identity (Insert Table 2). This can depend on the degree (fully or selectively) and type (substantial or symbolic) of CSR (Simões and Sebastiani 2017). These differences have been linked to company size, industry and marketing budget (Arendt and Brettel 2010).

However, it would be of great interest to examine how corporate identity can affect consumers' evaluation of CSR practices. The preferred type of CSR activities has been linked to external and internal dimensions of the company (Amatulli et al. 2018). Moreover, the existing corporate identity affects the set of meanings through which consumers relate to the organization (Van Riel 1995), leading researchers to demand an examination of CSR from a corporate level (Carrigan et al. 2013).

As far as the luxury industry is concerned, corporate identity has rarely been studied in the luxury context. Wong and Dhanesh (2017) identified the degree to which CSR efforts contribute to the creation of an ethical corporate identity. They highlighted the importance of an understanding of how to satisfy the socially conscious consumer and of maintaining the congruence with the brand's business. In line with the above, research in the luxury sector has underlined the link between the brand's positioning and consumers' evaluation of CSR activities. Cervellon (2013) found that the sign-value of a brand towards the natural environment and society was paramount to the development of CSR activities. Moreover, research in the luxury sector has indicated that the influence of corporate CSR practices is more important than that of brand CSR

practices, rendering it interesting to examine how the position established by the company affects their evaluations (Lee and Lee 2018) (Insert Table 2).

Based on this discussion, we develop the following hypothesis:

*H1: Corporate identity positively influences the importance attributed to CSR practices.*

### ***Consumer Attitude as a mediating Variable***

Consumer attitudes have a dual dimension of “a hedonic dimension which results from sensations derived from the experience of using products, and a utilitarian dimension which derives from functions performed by products.” (Voss et al. 2003, 310). The existing corporate identity affects the extent to which people relate to an organization (Marin and Ruiz 2007). An attractive corporate identity creates a desirable set of meanings, which customers use to satisfy their self-expression needs (Jannsen et al. 2017, Dutton and Dukerich 1991; Van Riel 1995). Consumers thus form specific attitudes towards corporations, as a result of the interaction with this set of meanings (Moraes et al. 2017, Cervellon 2013, Ashforth and Mael 1989).

Research also indicates the relationship between consumer attitudes and the evaluation of CSR practices (Fatma and Rahman 2015) (Insert Table 3). Indicatively, Karaosmanoglu et al. (2017) identified that if a company is known for its ethical stance before investing in specific CSR activities, the CSR activities it will invest in will lead to improved customer extra-role behavior, regardless of the CSR fit contexts. Machado et al. (2012) examined how consumers’ attitudes towards corporate brands influences their preferences regarding the different branding strategies. They found that the attitude towards the brand significantly influences consumers’ preferences. Similarly,



Vanhamme et al. (2012) investigated how a connection between the cause a company chooses to support and consumer preferences can affect brand attitudes and brand choice. Their findings accentuated that identification with the cause resulted in more positive evaluations of marketing campaigns.

We thus hypothesize that:

H2: Corporate identity positively affects CSR practices, through the mediating role of consumer attitude.

The proposed framework of our research is presented below. (Insert Figure 1)

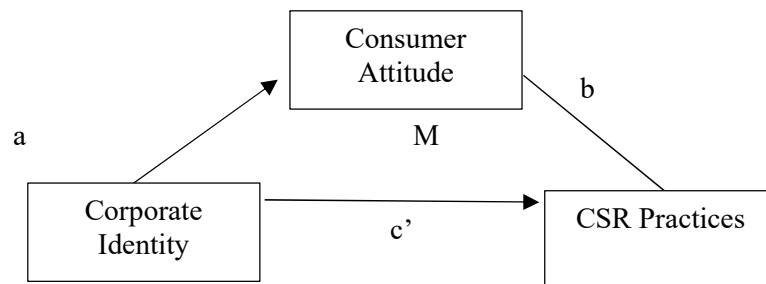


Figure 1: Proposed conceptual framework

## Research Methodology

### *Data Collection*

Data were collected from 246 undergraduate students enrolled in introductory communication classes at a large French and Greek university. A standardized online survey was used, which was accessible only to students enrolled in the designated classes. The questionnaire took 15 to 20 minutes to complete, although no time constraints were imposed. Strict response validation procedures were programmed, requiring participants to answer all questions within the allowed range of responses. Thus, missing data and out-of range responses were eliminated.

For a unit of analysis, the French luxury brand Hermes was chosen, as also suggested by Achabou and Dekhili (2013), due to its increased levels of unaided awareness as an international luxury product (Dubois and Laurent 1993) and increased investment in CSR practices. Participants kept in the sample had a high rating of familiarity with the brand and a low level of familiarity with its CSR practices. Respondents with low familiarity with existing CSR practices were chosen because consumers' low awareness of existing CSR practices has been described as common characteristic of our times (Du et al. 2007; Sen et al. 2006). Considering the increasing amount of CSR resources invested for targets regardless of whether they belong to the customer basis or not, we did not control for respondents being Hermes customers. Of the 246 valid cases, 63% were male, 37% were female. The average age was 23.

## **Measures**

The items used in this research were adapted from relevant literature. As suggested by David et al. (2005), we combined a credibility measure by Goldsmith and Newell (1997) and a consumer congruence measure by Sen and Bhattacharya (2001) to measure corporate identity. We used an 8 item-scale on a 7-point Likert scale (1="does not describe the company", 7 = "accurately describes the company"), combining corporate expertise (experienced, skilled, expert, innovative) and corporate social values (activist, compassionate, sincere, trustworthy). CSR practices were described by 11 items suggested as CSR domains by David et al. (2005), and were rated on a 10-point Likert-scale (0= not at all important, 10= extremely important). To reassure that respondents were familiar with the brand and not familiar with its CSR practices, we included a respective question as an initial control. Consumer Attitude was measured with Voss, Spangenberg and Grohmann's (2003) scale, a two-dimensional

conceptualization of a hedonic and a utilitarian dimension on a 7-point Likert-scale (1= not at all likely, 7= extremely likely).

## **Results**

We conducted a factor analysis of the 8 items measuring corporate identity. The eigenvalue criterion of  $>1$  and the criterion of a loading  $>0.40$  (Gorsuch 1990), indicated a factor of corporate expertise, which accounted for 43% of the variance explained, and consisted of the items expert, skilled and experienced and a factor of corporate social values, which accounted for 40% of the variance explained, and consisted of the items compassionate, activist and sincere. The items of innovative and trustworthy were not included due to low loadings. We aggregated the items in the two measures by taking their mean. A similar analysis for CSR practices showed that the 11 items loaded on one factor (variance explained =73%). Items such as contributing resources to raise social awareness, supporting children and family issues and being honest had high loadings, whereas striving to build long-term relationship with consumers had the lowest ones. Finally, factor analyses of the items pertaining to consumer attitude resulted in one dimension (variance explained= 76%). Loadings for all three variables are shown in table 4 (Insert Table 4).

To check our first hypothesis, we examined whether corporate identity was correlated with the importance attributed to CSR practices; as expected, a significant relationship was found ( $r = 0.417$ ,  $p$  (one-tailed)  $< 0.001$ ). For the second hypothesis, we employed the PROCESS SPSS Macro to analyze the data, specifically utilizing Model 4 to test the mediation model (Hayes, 2013). The first step to be confirmed was whether our independent variable predicts our mediator, in this case whether corporate identity predicts consumer attitude. Corporate identity had a significant effect on

consumer attitude, with  $p = .0000$  (less than .05), and according to the coefficient a unit increase in corporate identity increased consumer attitude by 0.6868.

In the second step for checking the relationship between the mediator and the dependent variable needs to be examined, in this case consumer attitude and the importance attributed to CSR practices accordingly. A significant relationship between them was identified with a  $p = .0000$ , less than .05. We are also controlled for corporate identity, which was still significant with  $p = .0352$ , providing support for partial mediation (Zhao, Lynch Jr, and Chen 2010).

The final step was to test for the significance of the identified indirect effect, by looking at the bootstrapping confidence interval. Zero was not in the 95% confidence interval, which indicated that this indirect effect was significant. This means that we found evidence for the partial mediation of consumer attitude on the relationship between corporate identity and expected CSR practices. The results are presented in Table 5 (Insert Table 5).

Hence, H1 is supported, whereas H2 gains support only to the extent that consumer attitude is a partial, and not a full, mediator of the effect of corporate identity on the importance attributed to CSR practices.

## **Discussion & Implications**

According to our findings, corporate identity influences consumers' perceived importance of specific CSR practices directly and indirectly through the mediating role of consumer attitude. There is a positive relationship between corporate identity, which consists of corporate expertise and corporate social values, and the perceived importance of CSR practices. The identified underlying mechanism affecting this relationship is consumer's attitude. Another interesting finding relates to the fact that

CSR practices loaded on one factor. This showcases consumers' integrative consideration of CSR, including practices such as investing resources in raising awareness for social issues, being straightforward in the case of a crisis, creating a positive work environment both domestically and internationally, supporting art ventures, cultivating sincere relationships with its stakeholders and respecting the environment. Luxury brand managers will thus have to align their CSR strategy with their corporate identity and their consumers' attitudes.

### ***Theoretical and managerial Contributions***

Sustainable luxury is here to stay (Han et al. 2017). Managers are thus obliged to find ways to successfully incorporate it in their strategies (Hagtvedt and Patrick 2016). Subsequently, the decision of the right allocation of resources in various luxury CSR practices is substantial (Janssen et al. 2017). Thus, an in-depth understanding of the factors affecting which CSR practices consumers consider important is required (Moraes et al. 2017; Cervellon and Shammass 2013). Nevertheless, the elements of corporate identity and consumer attitude remain surprisingly under-investigated. In this context, this study offers a significant contribution.

The confirmation of our first hypothesis, contributes to the literature on various levels. Moreover, most prior work on corporate identity and CSR has focused on how CSR practices contribute to the formation of corporate identity (Martínez, Pérez and Del Bosque 2014; Bravo, Matute and Pina 2012; Pérez and Del Bosque 2012; Hildebrand, Senand Bhattacharya 2011; Rolland and O'Keefe Bazzoni 2009; Balmer et al. 2007; Marin and Ruiz, 2007; David, Kline and Dai 2005). Our research contributes to the field by examining how corporate identity affects the importance attributed to CSR practices. Thus, this research is in line with Simões and Sebastiani's (2017) study,

underlining the symbiotic and vice versa relationship between corporate identity and CSR and examining the former both as an antecedent and as an outcome of the latter. The same orientation was adopted by Wickert et al. (2017) and Huemer (2010) who examined how corporate identity contributes to perceptions about CSR. Similarly, Powell (2011), who found a positive relationship between corporate identity and managing internal stakeholders, and Arendt and Brettel (2010), who directly linked corporate identity to the company's success.

Another contribution lies in the fact that we examined the proposed relationship between corporate identity, consumer attitude and CSR practices in a luxury setting. The majority of studies has focused on non-luxury goods or other industries so far. In particular, our findings complement Wong and Dhanesh's (2017, 961) assertion that luxury brand's seek to simultaneously satisfy the conscious consumer and respect their business mission and values. Our study contributes to the discussion of whether CSR practices can be linked to luxury, by showing that through the harmonization of those practices with the existing corporate identity, perceived importance can be reached. Specifically, this relationship changes depending on the attitude the customer has towards the brand. In fact, only one recent study on CSR luxury has examined the role of corporate identity (Wong and Dhanesh 2017), focusing on the frameworks and rhetoric applied by luxury brands to build CSR-based, ethical corporate identities. More research is therefore needed to clarify the influence of corporate identity in the context of "sustainable luxury." We also respond to Moraes et al. (2017) call for quantitative studies examining the co-existence of luxury and sustainability.

As far as the confirmation of our second hypothesis is concerned, significant contribution can be identified. Our study also contributes to literature on consumer attitude. To our knowledge, our work is the first to demonstrate that, when it comes to

luxury goods, the effect of corporate identity on the perceived importance of CSR practices moves through consumers' attitude towards it. Therefore the literature is further extended examining the mechanisms that underlie the perceived importance of CSR practices, which has so far mostly studied reputation and congruence dimensions. Under the same direction, del Mar García-De los Salmones and Perez (2018) identified how the prior ethical reputation leads to positive emotions, subsequently leading to positive attitudes, whereas Arli et al. (2017) underlined how negative perceptions around discrepancies between the company's deeds and actions can lead to negative attitudes. Our findings are also similar to those of Vanhamme et al. (2012), who identified how attributes affect perceptions, through the mediating role of consumer identification.

Our study also offers important implications for luxury brand managers. In recent years, consumers have exhibited greater sensitivity to social and environmental issues; luxury consumers are no exception. The luxury sector has suffered various ethical scandals that have placed luxury brands under intensified scrutiny. As Michael Rae, CEO of the Responsible Jewelry Council, points out, "something that is beautifully made, finely crafted, made out of rare materials and well designed, will account for nothing if it is also equated in the public mind with human rights and environmental destruction" (De Beers Group, 2008, 26).

It is therefore essential for luxury brand managers to gain a clearer understanding of how they should strategically allocate their resources in CSR practices. Our findings suggest that luxury and CSR practices are in fact compatible, but require to be strategically designed. This design should be in accordance with the company's corporate identity and consumers' attitudes. This study provides further guidelines on the dual nature of corporate identity, encompassing both corporate expertise and CSR

values dimensions. Both of them require cultivation and development, in order to develop a strong corporate identity. It is thus suggested to invest in integrated corporate communication (Morsing, Schultz, and Nielsen 2008), to strengthen the company's corporate identity. The results of our study indicate that a strong and evident corporate identity will increase the perceived importance of CSR practices, with the relationship being affected by the consumer's attitude. Furthermore, consumers' attitude affects the aforementioned relationship. This indicates that managers should promote the hedonic and utilitarian dimensions of their brands in their communication strategies, in order to improve consumers' attitudes. Finally, the fact that consumers perceived CSR practices as one integrated concept suggests companies should simultaneously respect and invest in issues relating to social causes, to their relationship with stakeholders and to supporting the arts and the environment.

### ***Limitations and further Research***

Although this study provides several important findings, we acknowledge some limitations that also offer potential avenues for further research. The limitations of our study arise from the fact that a specific brand was used to examine our proposed framework. Furthermore, the influence of the luxury brand's existing reputation for CSR might have been influential, even if respondents had not known exact practices. Moreover, our sample consisted of students, from a specific age group and from two specific countries.

Further research could examine a variety of issues. Consumers with a high degree of familiarity with CSR practices could form the sample, in order to check the proposed framework in such a context. The effects that the perceived importance of CSR practices has on consumer-brand relationships can also be examined, and a more in-



depth understanding of consumers' perceptions can be gained through the application of qualitative methods. The use of more brands from various industries is suggested. Further research should address the effects for non-real brands, for brands belonging to luxury conglomerates and for privately- or family-owned brands.

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## Tables

**Table 1: Literature review on luxury CSR practices**

| Research  | Methodology           | Variable (s)  |  |  |                        |
|---|-----------------------|---|--|--|------------------------|
|   |                       | Independent   | Dependent  | Mediating  | Moderating             |
| Studies examining consumer attitude as the dependent variable |                       |   |  |  |                        |
| Moraes, Carrigan, Bosangit, Ferreira, and McGrath. (2017)     | Interpretive research | Interconnected nexus of activities of consumers’ fine jewellery consumption practice  | ethical consumer performances  |  |                        |
| Janssen, Vanhamme, and Leblanc (2017)                         | Quantitative          | Brand conspicuousness   | Consumers' attitudes toward responsible luxury brands.   | Consumers’ perception of responsible luxury brand being socially responsible |                        |
|   |                       | Brand conspicuousness   | Consumers' attitudes toward responsible luxury brands.   | Consumers' perceptions of self-congruity with the brand                      | Consumer self-identity |
| Carrigan, Moraes, and McEachern (2013)                        | Conceptual            | ‘deep’ corporate social responsibility (CSR)  | Business success   |  |                        |
| Cervellon, and Shammas (2013)                                 | Discourse analysis    | Brand’s ascribed status (discreet and emphasising traditional manufacturing techniques) to ‘achieved status (conspicuous and marketed). | Continuum between sustainability in ethos and along the supply chain, and pure philanthropic actions |  |                        |

**Table 2: Literature overview: Corporate identity and CSR practices**

| Research  | Methodology   | Variable (s)   |   |           |            |
|---|---|--|---|-----------|------------|
|   |   | Independent  | Dependent   | mediating | Moderating |
| Studies discussing role both as dependent and as independent variable |   |  |   |           |            |
| Simões, C., &Sebastiani, R. (2017).                                   | Empirical qualitative (in-depth interviews, observation & physical artifacts of identity) | Corporate sustainability   | Corporate identity                                      |           |            |
|   |   | Corporate identity   | Corporate sustainability                                |           |            |
| Studies examining corporate identity as the independent variable      |   |  |   |           |            |
| Wickert, C., Vaccaro, A., &Cornelissen, J. (2017).                    | Case study  | Match with the organisational identity of the acquired unit                              | Adopt CSR practices more fully or selectively           |           |            |
| Huemmer, L. (2010).   | Case study  | Organizational identities  | CSR strategies  |           |            |
| Studies examining corporate identity as the dependent variable        |   |  |   |           |            |
| Wong, J. Y., &Dhanesh, G. S. (2017).+lux                              | Content analysis  | CSR efforts  | Ethical corporate identity                              |           |            |
| Martínez, P., Pérez, A., & Del Bosque, I. R. (2014).                  | Case study  | Corporate social responsibility  | Organizational Identity                                 |           |            |
| Bravo, R., Matute, J., &Pina, J. M. (2012).                           | Content analysis of websites  | CSR information  | Communicated identities legitimate behaviours           |           |            |
| Pérez, A., & Del Bosque, I. R. (2012)                                 | Case study  | CSR  | Business strategies                                     |           |            |
| Hildebrand, D., Sen, S., & Bhattacharya, C. B. (2011)                 | Conceptual  | CSR  | Multiple corporate identities (e.g. internal, external) |           |            |
| Roland, D., & O'Keefe Bazzoni, J. (2009).                             | Content analysis of websites  | motivations for and the impact of corporate social responsibility (CSR) online reporting | Organizational identity development stakeholder         |           |            |

|   |                              |   |   |  |                            |
|---|------------------------------|---|---|--|----------------------------|
|   |                              |   | relationship management   |  |                            |
| Balmer, J. M., Fukukawa, K., & Gray, E. R. (2007).        | Conceptual                   |   | ethical corporate identity (conceptualization)                                |  |                            |
| Marin, L., & Ruiz, S. (2007).                             | Quantitative                 | Corporate Social Responsibility (CSR)   | Company identity attractiveness   |  |                            |
| David, P., Kline, S., & Dai, Y. (2005).                   | Quantitative                 | corporate social responsibility (CSR) practices   | Corporate identity  |  |                            |
| <b>Studies examining relational or corporate outcomes</b> |                              |   |   |  |                            |
| Karaoğlu, E., Altinigne, N., & Isiksal, D. G. (2016).     | Experimental                 | attributions of consumers about a firm's CSR motivation (i.e. firm-serving vs. public serving)                  | Customer extra-role behavior [2 contexts (i.e. high CSR fit vs. low CSR fit)] |  | ethical corporate identity |
| Powell, S. M. (2011).                                     | Literature review-commentary | internal ethical alignment between corporate marketing, ethical corporate marketing, ethical corporate identity | Internal stakeholder relationships  |  |                            |
| Arndt, S., & Brettel, M. (2010)                           | Quantitative                 | Corporate identity management   | Corporate image<br>Attractiveness<br>Stakeholder-company identification.      |  | CSR initiatives            |
|   |                              | CSR initiatives (service rather than product-based industries.)   | CIM company success   |  |                            |
|   |                              | CSR initiatives (smaller rather than in larger firms..)   | CIM company success   |  |                            |
|   |                              | CSR initiatives (smaller rather than larger corporate marketing budgets)  | CIM company success   |  |                            |

**Table 3: Literature overview: Corporate identity- Attitude- CSR practices**

| Research | Variable (s) |
|----------|--------------|
|----------|--------------|



|  | Methodology  | Independent  | Dependent   | Mediating                                    | Mod-<br>erating |
|--|--------------|--|---|--|-----------------|
| <b>Studies examining consumer attitude as the dependent variable</b>           |              |  |   |  |                 |
| del Mar<br>García-De los<br>Salmones, M., &<br>Perez, A. (2018).               | Quantitative | Prior ethical<br>reputation  | Altruistic<br>attributions  |  |                 |
|  |              | Altruistic<br>attributions   | Positive<br>emotions  |  |                 |
|  |              | Extrinsic<br>attributions  | Negative<br>emotions  |  |                 |
|  |              | Positive/neg-<br>ative emotions  | Attitude<br>towards ad  |  |                 |
|  |              | Attitude<br>towards ad   | Attitude<br>towards brand   |  |                 |
|  |              | Attitude<br>towards brand  | Behavioral<br>intention   |  |                 |
| Arli, D.,<br>Grace, A., Palmer,<br>J., & Pham, C.<br>(2017).                   | Quantitative | Corporate<br>hypocrisy   | Consumers'<br>attitudes toward<br>the company   | CSR belief                                   |                 |
| Vanhamme,<br>J., Lindgreen, A.,<br>Reast, J., & Van<br>Popering, N.<br>(2012). | Experimental | Cause<br>attributes—cause<br>type, cause scope, and<br>cause acuteness | Consumers'<br>perceptions of<br>corporate image<br>(with the inclusion<br>of an attitude scale) | Consumer<br>identification with the<br>cause |                 |

**Table 4: Indicator loadings and construct reliability for constructs**

| Indicator loadings and construct reliability for constructs  |  | Loading |
|--|--|---------|
| <b>Construct:</b> Corporate Identity (based on Newell and Goldsmith (1997) & Sen and Bhattacharya (2001))                          |  |         |
| 7.expert   |  | 0,926   |
| 5.experienced  |  | 0,892   |
| 6.skilled  |  | 0,855   |
| 2.compassionate  |  | 0,890   |
| 1.activist   |  | 0,861   |
| 3.sincere  |  | 0,802   |
| Cronbach Alpha   |  | 0,881   |
| <b>Construct:</b> CSR practices (based on David et al (2005))  |  |         |
| 7.Contributes resources to raise social awareness of issues such as hunger and domestic violence                                   |  | 0,952   |
| 8.Supports children and family issues, such as adoption and foster care  |  | 0,936   |
| 5.Is honest and up front about telling the truth when something goes wrong   |  | 0,912   |
| 1.Treats employees fairly  |  | 0,882   |
| 6.Contributes resources to the art and cultural programs in the community  |  | 0,876   |
| 11.Is willing to listen to its consumers and other stakeholders and is open to constructive criticism about its business practices |  | 0,871   |
| 4.Acts responsibly toward the environment  |  | 0,866   |
| 2.Honors human rights of those employed in foreign countries   |  | 0,838   |
| 3.Competes fairly with its competitors   |  | 0,825   |
| 9.Supports public health programs, such as the fight against AIDS, cancer, and other diseases                                      |  | 0,819   |
| 10.Strives to build long-term relations with its consumers   |  | 0,581   |
| Cronbach Alpha   |  | 0,961   |
| <b>Construct:</b> Consumer Attitude (based on Voss, Spangenberg and Grohmann (2003))   |  |         |

|                                    |       |
|------------------------------------|-------|
| 9. Not thrilling (vs. thrilling)   | 0,938 |
| 7. Dull (vs. exciting)             | 0,917 |
| 8. Not delightful (vs. delightful) | 0,914 |
| 6. Not fun (vs. fun)               | 0,905 |
| 5. Practical (vs. impractical)     | 0,894 |
| 4. Necessary (vs. unnecessary)     | 0,880 |
| 2. Helpful (vs. unhelpful)         | 0,856 |
| 3. Functional (vs. not functional) | 0,837 |
| 1. Effective (vs. ineffective)     | 0,821 |
| 10. Enjoyable (vs. unenjoyable)    | 0,798 |
| Cronbach Alpha                     | 0,966 |

**Table 5: Results of Mediation Analysis (Summary Table)**

|  | <i>Coefficient</i> | <i>SE</i>                                     | <i>Significance<br/>(2-tailed)</i>            |
|--|--------------------|---|---|
| CORPORATE IDENTITY to CONSUMER ATTITUDE  | 0.6868             | 0.0890  | 0.0000  |
| Direct Effect of CONSUMER ATTITUDE on CSR PRACTICES                              | 0.5893             | 0.0618  | 0.0000  |
| Total effect of CORPORATE IDENTITY on CSR PRACTICES                              | 0.5902             | 0.0925  | 0.000   |
| Direct effect of CORPORATE IDENTITY on CSR PRACTICES                             | 0.1854             | 0.0874  | 0.0352  |
|  | <i>SE</i>          | <i>Lower Limit of 95% Confidence Interval</i> | <i>Upper Limit of 95% Confidence Interval</i> |
| Indirect effect of CORPORATE IDENTITY on CSR PRACTICES through CONSUMER ATTITUDE | 0.0741             | 0.2759  | 0.5698  |