

ASHESI UNIVERSITY COLLEGE

**CORPORATE SOCIAL RESPONSIBILITY, A TOOL IN CREATING
CORPORATE BRAND AWARENESS: A CASE STUDY OF THE
TELECOMMUNICATION INDUSTRY IN GHANA**

By

MARIA A. BANKAS

Dissertation submitted to the Department of Business Administration
Ashesi University College
In partial fulfilment of Bachelor of Science degree in Business
Administration

APRIL 2010

Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:.....

Candidate's Name:.....

Date:.....

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.

Supervisor's Signature:.....

Supervisor's Name:.....

Date:.....

Acknowledgement

I want to first thank God for bringing me to the completion of this dissertation. To my mother who has always been there for me, thank you for your love and support. Other thanks goes to Mrs. Ruth Essuman and Mr. Gideon Porbley for their great assistance during my data collection and analysis process. My next gratitude goes to my sister, Mrs. Kafui Agormeda-Tetteh, for her objective criticism, which brought my attention to things that I would otherwise not have noticed. To my brothers and sisters, thank you for all your diverse support. Most importantly, my deepest gratitude goes to Dr. Esi Ansah for her excellent supervision during the entire period of writing this dissertation.

Abstract

This study is an effort to find out the role of Corporate Social Responsibility (CSR) in creating Corporate Brand Awareness. University students have been identified by the telecommunication companies as an attractive target group with financial prospects. Therefore, questionnaires sought to find the views of 120 students that provided insight to the role that CSR plays in creating corporate brand awareness in the telecommunication industry.

The results from the research showed that CSR plays a role in creating brand awareness for the companies that are highly engaged in it; in this case, Zain and MTN. This is particularly so because, these companies made sure that customers and the public at large were aware of their CSR activities. On the other hand, the CSR activities of a company like Kasapa were not known to the public and so it was considered to be inactive in CSR. It is also important to mention that, most consumers factor into their purchasing decision, the element of brand awareness, implying that they were more likely to purchase a product or service of a brand that they are more aware of. Therefore, creating brand awareness through CSR moves a company further to completing the purchase of its product or service. Other benefits derived from using CSR as a tool in creating corporate brand awareness include protection of brand reputation and a solid foundation for brand perceived loyalty and quality.

Table of Contents

ABSTRACT	III
CHAPTER 1.....	1
1.1 INTRODUCTION AND BACKGROUND.....	1
1.2 OBJECTIVE.....	5
1.3 RESEARCH QUESTION	6
1.4 SIGNIFICANCE OF THE STUDY.....	6
DIAGRAMMATIC FORMULATION OF RESEARCH QUESTION.....	7
CHAPTER 2.....	9
LITERATURE REVIEW	9
2.1 CSR: SURROUNDING ISSUES	9
2.2 STRATEGIC CSR.....	12
2.3 MORALITY IN CSR.....	14
2.4 MEASUREMENT OF SOCIAL PERFORMANCE	15
2.5 CSR IN DEVELOPING COUNTRIES.....	16
2.6 CRITICISM AGAINST CORPORATE USE OF CSR FOR ENHANCING PERFORMANCE.	19
2.7 BRAND AWARENESS	20
2.8 MAJOR FLAW IDENTIFIED IN THE LITERATURE.....	22
CHAPTER 3.....	24
METHODOLOGY	24
3.1 RESEARCH OBJECTIVE.....	24
3.2 TYPE OF STUDY.....	25
3.3 RESEARCH DESIGN.....	25
3.4 IDENTIFIED POPULATION	26
3.4.1 <i>Sampling</i>	26
3.5 DATA COLLECTION.....	28
3.5.1 <i>Research Instruments</i>	29
3.5.2 <i>Data collection procedure</i>	30
3.6 DATA ANALYSIS METHODS	31
3.7 LIMITATIONS	31
CHAPTER 4.....	32
RESEARCH ANALYSIS AND RESULTS	32
4.1 QUESTIONNAIRE SURVEY	32
4.2 THE CONCEPT OF CSR	33
4.3 BRAND AWARENESS AS A RESULT OF CSR.....	36
4.4 CSR RANKING.....	40
4.5 TOP OF THE MIND AWARENESS	41
4.6 SUMMARY OF ANALYSIS	42
CHAPTER 5.....	43
CONCLUSION AND RECOMMENDATIONS.....	43
REFERENCES	46
APPENDICES.....	49

List of Tables

Table 2.1 Summary of CSR Theories.....	19
Table 3.1 Sample Size	28
Table 4.1 Familiarity of CSR Concept	34
Table 4.2 Measuring all Levels of Brand Awareness.....	37
Table 4.3 CSR led Brand Awareness versus Purchasing Decision.....	38

List of Figures

Fig 1.1 CSR Pyramid.....	2
Fig 1.2 Diagrammatic Formulation	7
Fig 4.1 Familiarity with CSR Concept	33
Fig 4.2 Company CSR Ranking	40
Fig 4.3 Top of the Mind Awareness	42
Fig 4.4 Resulting Events of CSR	42

"Corporate social responsibility is a hard-edged business decision. Not because it is a nice thing to do or because people are forcing us to do it... because it is good for our business"

-Niall FitzGerald, Former CEO, Unilever (1996-2004)

Chapter 1

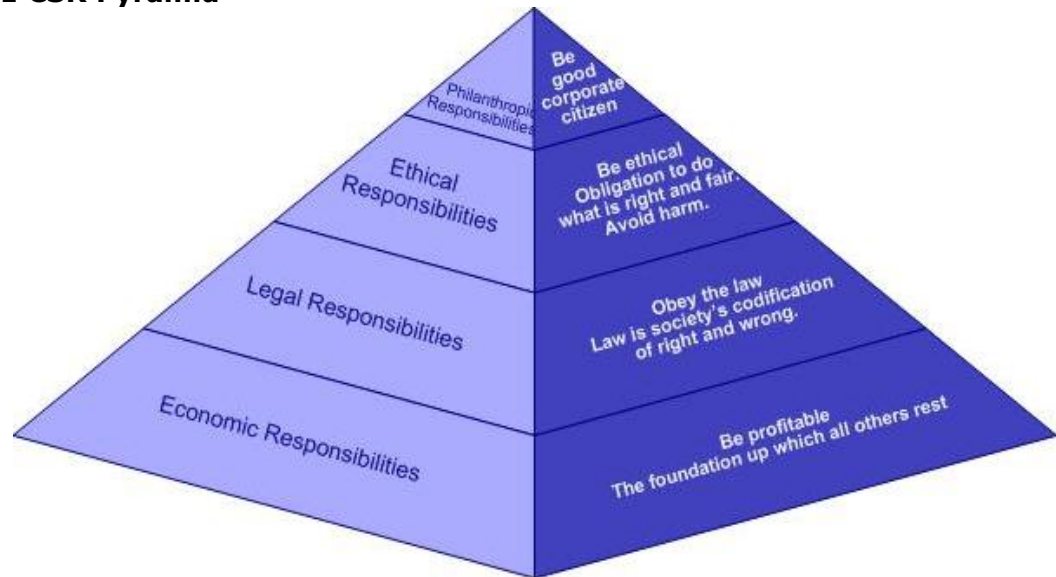
1.1 Introduction and Background

Corporate Social Responsibility (CSR) has no general definition. It usually refers to transparent business practices that are based on ethical values, compliance with legal requirements and respect for people, communities and the environment. It is important to note that “people” comprises of employees, customers, business partners, investors, suppliers, government and the community at large (Catalyst Consortium, 2005). In view of this description, CSR takes the form of meeting legal requirements, upholding ethical values and engaging in philanthropy¹. Companies around the world find themselves engaging in CSR for one reason or the other; either as a strategic means of enhancing their brand image, which will usually in the long run establish and protect brand reputation (Catalyst Consortium, 2005) and build commercial goodwill for the company, or because of personal duty to help society (Smith, 2003). However in the 21st century, the usual notion for engaging in CSR is that it is good for business as described by Niall FitzGerald.

The growth of CSR can be traced back to globalization and expectations that businesses or firms would fill the gaps left behind by failures of global governance (Frynas, 2005). Through its growth, it has been through many stages. These stages are described in Carroll’s (1991) CSR pyramid.

¹ Charitable activities for the benefit of the community.

Fig 1.1 CSR Pyramid



Carroll's CSR Pyramid

It begins with the traditional stage, where a business' only responsibility is to be profitable. Milton Friedman² strongly agrees with this view, believing that there is neither a separate ethics of business nor is one needed. A company's only responsibility is to create wealth for shareholders. The next stage refers to the duty of businesses to be legally responsible in the way through which they obey the laws. This is followed by ethical responsibilities and finally, at the peak of the pyramid is the issue of philanthropy, where businesses become good corporate citizens and use a portion of their profits for charitable causes. The focus of CSR in this paper will be limited to this last stage - Philanthropic Responsibilities.

As earlier indicated, CSR is a global concept and as such, some companies in Ghana also understand it and engage in it. Companies in the telecommunication industry in Ghana for example are seen as being involved in CSR activities. Their involvement in such activities is definitely

² Author of *Capitalism and Freedom*(1962)

for the good of the community and its members. For instance, the refurbishment of the Korle-bu Maternity ward by MTN has improved the conditions of the ward to ensure that women that visit the hospital receive better health care services. The Zain CSR program of "Touching Lives" has helped improve the lives of individuals. The donation of nearly \$30,000 to the educational fund of traditional councils across Ghana by Vodafone is also an example of a CSR initiative that has enabled others to receive an education. These are just few examples. However, the question that is posed here is: of what benefit is it to the companies that engage in such activities in terms of their corporate brand?

By definition, a brand refers to a "name, term, sign, symbol or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition" (Keller, 2008, pg 2). So a firm or corporation that brands itself provides itself with a unique identity, thus giving it a competitive advantage over firms that does not (Keller, 2008). In this regard, a brand that is created for a company is referred to as its corporate brand. It is important to note that building a corporate brand is not only limited to symbol and name but includes activities that establish corporate credibility, reputation and distinctiveness (Keller, 2008) and CSR initiatives is a good example of such an activity.

Just having a corporate brand is not enough to give a company an edge over other existing companies. There is a need for firms to move a step further in creating strong awareness for their corporate brand; which is fundamental to achieving all the other elements of brand equity (Aaker,

1991), brand association, brand loyalty and brand perceived quality. Some factors that influence brand awareness include; brand attributes, consumer expectations, competitor attributes, prices and consumer perception. Understanding these things helps a firm or company to analyse its brand popularity versus that of its competitors. It also enables a company to have knowledge about the consumer's perception and this can be used to make informed decisions intended at positively promoting the corporate brand of a company.

CSR as it is today, in the 21st century, is strategic and as such is often aligned with the firm's objectives and goals (Kitchin, 2003), therefore, some firms or companies engage in it for business benefit. Therefore, an increasing number of firms in developed countries are engaging in CSR and address it as a matter of strategic importance for the purpose of creating good reputation and increasing profit.

The motive of this study is to find out if CSR plays any role in creating corporate brand awareness in Ghana. It is important to mention that even though tools such as campaigns, adverts, and sponsorships are used in creating brand awareness, this study seeks to find out whether CSR can be used as a tool in creating corporate brand awareness using the telecommunication industry as a case study because of its engagement in CSR activities in Ghana.

This industry has a history of mergers and acquisitions, as such, members of the telecommunication industry have in some ways either experienced a merger or an acquisition. Evident of this is the series of some major

integration that have taken place within this industry. Areeba was changed to MTN after Investcom bought 98 percent of Scancom. Millicom International acquired Buzz and re-branded it to Tigo. Another example is, Western Telesystems Limited (WESTEL) was acquired and re-branded to Zain and Kasapa re-branded Celtel Ghana into Kasapa. Vodafone UK, also acquired 70 percent of Ghana telecom. The presence of such foreign multinationals has increased the keen nature of competition that exists within the industry.

1.2 Objective

CSR (Corporate Social Responsibility) is generally for the good of the society at large. However the question is; what is the benefit for the companies that engage in CSR activities? Does it in anyway affect the knowledge or awareness of the brand? The primary purpose of this study is to explore the relation between CSR and Brand Awareness, if any exists. This will help in supporting the research preposition; CSR contributes in creating corporate brand awareness.

Other objectives are;

1. Examining the role of CSR in creating corporate brand awareness
2. Examining brand awareness as a benefits for companies engaged in CSR
3. Measuring top of the mind awareness as a result of CSR
4. Generating recommendations concerning the issue of CSR and Brand Awareness that will be of interest to marketers and companies in the Telecom industry.

1.3 Research Question

This paper seeks to find out the impact of CRS on Brand Awareness. Therefore, the research question is; “What is the role of CSR in Creating Corporate Brand Awareness in Ghana?” As the study explores the relationship, it does so identifying CSR as an independent variable and Corporate Brand awareness as a dependent variable. Hence the basic question that this research seeks to answer is; “Do CSR activities of telecom companies in Ghana have an influence on familiarity of the telecom brand?” The paper further seeks to examine the influence of corporate brand awareness in consumer purchasing decision.

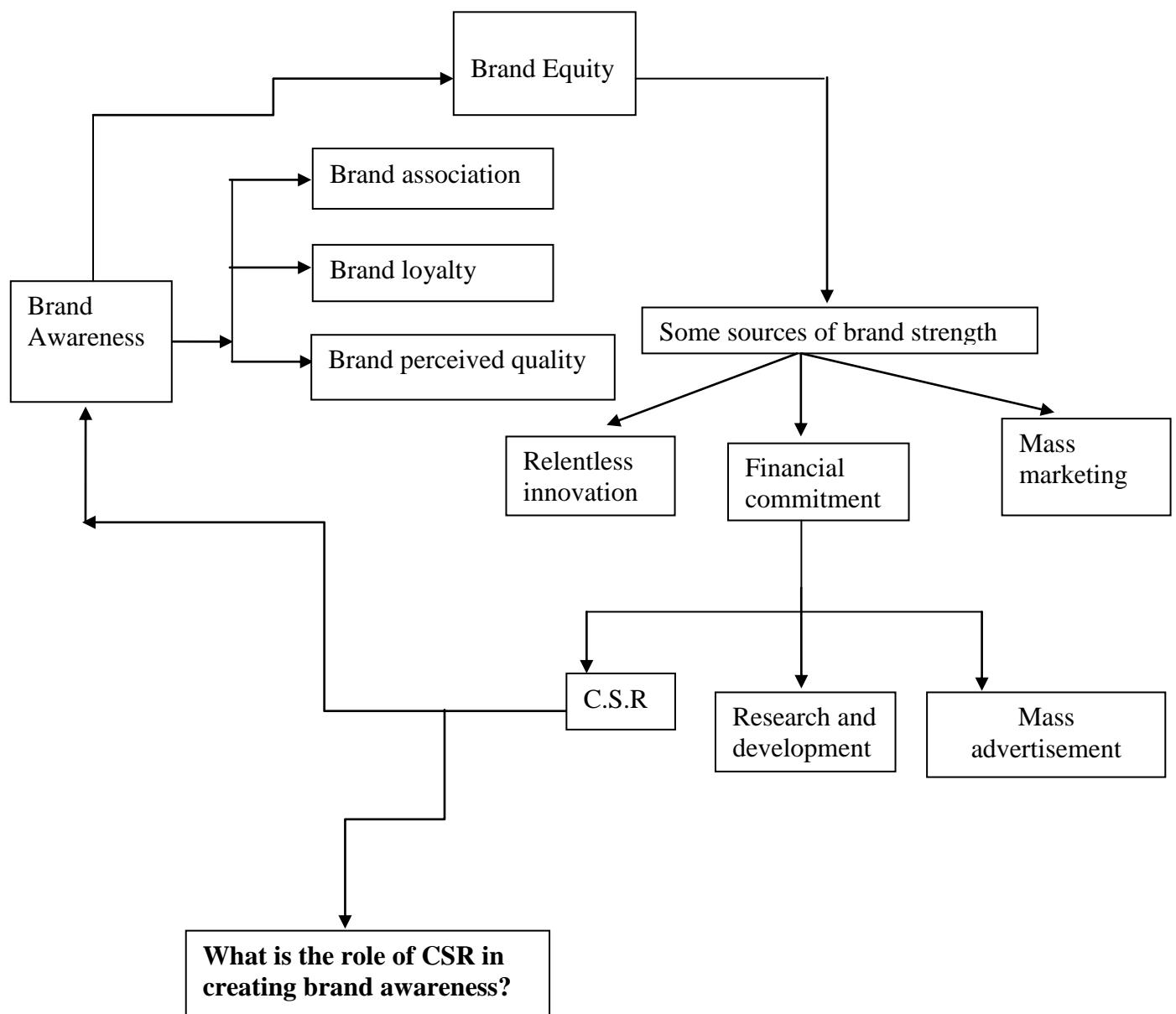
1.4 Significance of the Study

As already mentioned, undertaking this study will be in the best interest of marketers because of the following reasons. It will help marketers appreciate the concept of brand awareness as described by Rossiter and Percy (1987) as being the essential to commence the communications process. Without brand awareness occurring, communication becomes difficult and nearly impossible. For a consumer to buy a product or purchase a service they must first be made aware of its brand. Brand attitude cannot be formed, and intention to buy cannot occur unless brand awareness has occurred (Macdonald and Sharp, 2003). This research looks at how CSR can be used in achieving this. The findings of this survey will help the marketer understand whether CRS is effective and can be used as a strategic tool to create awareness for a corporate brand. It will establish whether a relationship exists between CSR and Brand Awareness. It will provide companies in the telecom industry with useful information on how

familiar people are with their CSR activities, and how far these activities have influenced the awareness of their respective corporate brand.

Fig 1.2 Diagrammatic Formulation

Diagrammatic Formulation of Research Question



Keywords; Brand awareness, Strategic CSR, Marketing and Communication

1.5 Organization of the study

The study will be organized into 5 chapters.

1. *Introduction:* This chapter gives an introduction to the whole study and highlight the objectives and the significance of the study.
2. *Literature Review:* This section reviews and objectively assess literature relating to CSR and brand awareness.
3. *Methodology:* This part of the thesis deals with the approach used in collecting data for the study.
4. *Research analysis and results:* This section of the report presents the results from the research and analyzes the findings gathered to make meaning out of the data collected.
5. *Conclusion and recommendations:* This final part of the paper brings to the fore, conclusions drawn from the results of the study. In addition, some recommendations would be made concerning the issue of CSR.

Chapter 2

Literature Review

2.1 CSR: Surrounding Issues

The concept of CSR started becoming popular in the 1960s. This was as a result of the increase in disposable income around that time. This made people focus on other issues beyond earning a living thus exposing the weaknesses of capitalism in taking care of corporate stakeholders (Asongu, 2007). Concerns about CSR were raised due to the recognition that government had failed to solve many societal problems (Asongu, 2007). The talks on CSR have varied across historic periods up to contemporary times. Traditional discussions on the issue of CSR have centred on economic, legal and ethical obligations. Contemporary discussions on CSR focus on the use of CSR as a strategic tool. This is where CSR initiatives are in line with business objectives in order to benefit not only the society but the business as well (Lantos, 2001). In this regard, companies would advertise their CSR activities to communicate corporate image and build reputation, which benefits the company financially.

This is emphasised by some scholars, Quester and Thompson (2001) who are of the view that giving back to society is in a company's best financial interests. They explain this by saying that social goals will in the long run generate profit since the nature of the market provides financial incentives for perceived socially responsible behaviour. Lantos (2001) also adds that a company's CSR activities designed to bring exposure for the company, improve the company's reputation and brand image which reflects positively on profits. Jones (1997) and Corell (2001) are also of the view

that, commitment to social responsibility often demand short-term sacrifices, however, it usually ultimately results in long-term gain. Therefore, CSR should be viewed as an investment that yields financial returns (McWilliams and Siegel, 2001).

Examination of existing literature indicates that there are numerous definitions of CSR, thus making it very difficult for theoretical measurement. Even though these definitions are clear and understood, the fact that there is no one general or universal definition for CSR remains a problem. For this reason researchers are moving from just identifying CSR activities, to examining the strategic role of CSR in organizations. This phenomenon can be examined with the use of the resource-based-view-of-the-firm (RBV) Theory. This theory, as introduced by Wernerfelt (1984 in McWilliams et al., 2005) presumes that firms are collections of heterogeneous resources and capabilities that are imperfectly mobile across firms. Barney (1991) further refines this theory by maintaining that if these resources and capabilities are unique, significant, rare and non-substitutable, they can constitute a lasting source of competitive advantage.

This theory was applied to CSR for the first time by Hart (1995) who focuses only on environmental and social responsibility. He concluded that social responsibility can represent a resource or capability that leads to a sustained competitive advantage. The RBV theory was again tested, but this time using firm-level data on environmental and accounting profitability, and the finding was that firms with higher levels of environmental or social performance had superior financial performance

(Russo and Fouts, 1997). These tests go to prove the underlining fact of the RVB theory.

After it had been established that engaging in CSR would result in increased financial performance, McWilliams and Siegel (2001) designed a simple model to help companies decide on the ideal level of resources to devote to CSR, using a cost/benefit analysis. In this model, two companies that produce identical products were the bases for the test. However, the difference between these two was that one of the firms, in addition to its product, assigned an additional "social" attribute or feature to the product, which was valued by some consumers or, potentially, by other stakeholders. Therefore, in order to know the level of resources to channel towards CSR activities or attributes that would be assigned to a product, managers need to conduct a cost/benefit analysis. This is done by assessing the demand for CSR and also evaluating the cost of satisfying this demand (McWilliams and Siegel, 2001).

The theory of the firm perspective on CSR also suggests that the provision for CSR will depend on other factors including the costs of R&D, advertising intensity and the extent of product differentiation (McWilliams and Siegel, 2001). Firms or companies should therefore ensure that provision is made to initiate CSR activities. This is because it forms part of the integral element of a firm's business and corporate-level differentiation strategies that are used as a tool for building and/or maintaining reputation and image. Aside the benefit of reputation enhancement, McWilliams and Siegel (2001) conclude that engaging in CSR, while satisfying CSR demands will maximize profits. However, the only difficulty that managers would be

faced with is being able to measure consumer demand for CSR activities or attributes.

Another issue that is worth understanding is the issue of CSR advertisement. In understanding this, it is important to distinguish between persuasive CSR advertising and informative CSR advertising. The effort to positively influence consumer tastes for products with CSR attributes refers to the persuasive kind of CSR advertising. On the other hand, CSR advertising that only provides information about the CSR characteristics or CSR managerial practices of the firm is referred to as the informative CSR advertising (McWilliams et al., 2005). This issue is important because a high level of advertising CSR activities, be it informative or persuasive, is a signal of firm quality (Milgrom and Roberts, 1986). In the context of this study, it is found that telecom companies that are involved in CSR are engaging in CSR advertising. This study will therefore investigate whether or not this approach has brought any benefits to the company as stated by Milgrom and Roberts (1986, in McWilliams et al., 2005).

2.2 Strategic CSR

When a firm likens the provision of a public good to the sale of their products, what it does is to capture value and this is referred to as strategic CSR (Baron, 2001). Social responsibilities will appear to benefit a business directly in the form where the firm communicates CSR practices frequently and fully with investors, shareholders, customers, and employees in order to gain their support. This can be tied to the concept of CSR advertising. Another benefit created for the firm occurs when a communal spirit and

respect for the dignity of persons is created within the firm. This nurtures motivation, teamwork and fulfillment in employees, which ultimately leads to productivity. Finally, Strategic CSR also takes the form in which the firm accepts some responsibility for the television programs including other media environments in which they advertise. However, in sponsoring programs, firms or companies should avoid sponsorships of programs that are associated with sex, violence and that criticize religion (Novak, 1996 p. 151. in Lantos, 2001). Some telecom companies in the industry are emulating this aspect of strategic CSR by taking some responsibility for some television programs or major events. MTN Ghana for instance, is the main sponsor of the Soccer Academy that is aired on Metro TV, a local station in Ghana. It is also the main sponsor of the South African World Cup tournament that is set to take place in June 2010. Another example is the sponsorship of Mentor reality show that is also aired on TV3 by Vodafone Ghana.

Bagnoli and Watts (2003) find that the tendency of firms to engage in strategic CSR depends on two factors: the intensity of competition in the market and the extent to which consumers are willing to pay a premium for social responsibility. The first factor can be said to exist in the telecom industry in Ghana. The competitive nature of the industry as a result of the presence of multinational telecom company in a relatively small Ghanaian market is probably one of the reasons for the engagement in CSR activities by most companies in that industry. The second factor can however not be established in the context of Ghana without the support of a research work.

An analysis of the provision of public good by private firms is an addition to the management literature on CSR, and has been primarily concerned with answering the following question do firms “do well by doing good”? Showing that a firm does well by doing good is often referred to as making the business case for CSR. Therefore, understanding the relationship between social performance and firm performance is very significant. A deeper understanding of CSR requires that one takes into consideration other stakeholders as well. The understanding of CSR should be extended to an examination of the strategic use of CSR activities. Investing in CSR serves as a means of differentiating a firm from one that does not invest in CSR, thus giving it a means of competitive advantage (Fomburn and Shanley, 1990). For this reason, McWilliams and Siegel (2001) suggest that CSR activities be included in strategy formulation.

2.3 Morality in CSR

It is almost implied that firms cannot be successful in the long run if they consistently disregard the interests of key stakeholders. However, the fact stills remains that firms that behave responsibly will perform well financially in the long run (Norman and MacDonald, 2004). “Responsibly” here refers to the on going obligation by firms to behave morally while ensuring that the quality of workforce and their families as well as of the local community and society at large are improved (Boon and Ababiob, 2009 p. 2). This commitment is undertaken more in response to moral convictions rather than legal obligations (Boon and Ababiob, 2009). As described by Donaldson (1990 in McWilliams et al., 2005) to be where managers “do the right thing” owing significance to moral conviction without regard to how

such decisions affect firm performance. Even though there is no national policy framework that guides the implementation of CSR in Ghana (Boon and Ababiob, 2009), it has generally been accepted by most people in and out of the corporate world that firms have a variety of obligations to stakeholders to behave responsibly.

2.4 Measurement of Social Performance

According to Norman and MacDonald (2004), to improve a firm's social and environmental performance, the responsible behavior of the company should be measured, calculated, audited and reported to the public. This belief has increasingly been part of mainstream management theory. This began the concept of the "Triple Bottom Line" (3BL) paradigm which is attracting the interests of management, consultants, investors, and NGOs (Norman and MacDonald, 2004). The 3BL paradigm proposes that a corporation's ultimate success or health should not just be measured by the traditional financial bottom line, but also by its social, ethical and environmental performance.

This is in line with the act of MTN Ghana as it launched its first Newsletter on 3rd March, 2010. This newsletter publicizes the social (and environmental) activities of the company among others and gives customers and other stakeholders the opportunity to assess the social, ethical and environmental performance of the company. Through this, the firm improves its positive impact on communities. Presumably, social impact should therefore, influence the well-being of a firm. The challenge therefore is to develop CSR programs that maintain goodwill for the

company and address the long-term developmental needs of communities in a sustainable way (Boon and Ababiob, 2009). After these CSR programs have been designed and implemented, the firm should report the result of its social performance to improve its social and environmental performance. Firms that do this can expect to do better financially in the long run (Norman and MacDonald, 2004).

2.5 CSR in Developing Countries

Developing countries (emerging markets) are faced with problems of poverty, human rights violation, corruption, inequalities and social exploitation, thus businesses operating in emerging economies or developing countries have a responsibility to address some of these problems (Pachauri, 2006).

Based on a study done in India, there is very minimal effect of CSR on net sales in the public sector (Singh and Ahuja, 1983) and as such, agencies in the government sector engage less in CSR activities. The private sector on the other hand engages more in CSR because of close monitoring by government (Andrew et al, 1989). Companies in the private sector employ CSR as a strategy to overcome the criticism of exploitation of resources in developing countries and also to benefit through positive effects on profits. This is not to say that, CSR is only centred in the private sector however, those in the public sector are less active in CSR activities because they see no direct bearing on profits and also, these public companies have less monitoring from stakeholders

Singh and Ahuja's study (1983) was probably the earliest study done in emerging economies. This study, done in the context of India, draws the conclusion that net sales were not significantly associated with CSR. A later study in Hong Kong³ by Lynn (1992) is of a different view, indicating a positive relationship between level of CSR and sales made. Many reasons could result in this, one of which could be that customers do not factor in CSR attributes in their purchasing decision.

According to Lantos (2001), CSR relates to a set of fundamental and crucial questions that include the following;

1. Should companies be concerned with economic performance as well as social performance?
2. If so what does it mean to be "socially responsible"?
3. To whom do businesses owe "responsibility"?

First of all, as already indicated, companies need to be as equally concerned with social responsibility as they are with economic responsibility because of the reputation it creates even though it is not mandatory given the context of Ghana.

In relation to Ghana, the literature discusses the cause of CSR using findings gathered from 28 interviews in 12 companies (Rahman, 2000). It indicates that companies are concerned about CSR and engage in it mainly because of pressure from international agencies that issue funds and other forms of assistance to these companies rather than consumer pressure, pressure from NGOs and civil society groups. It is in this regard that this

³ At that time was a developing country or an emerging economy.

study also hopes to find out whether CSR has now become a public concern in Ghana.

Several theories have been designed on the subject of CSR. Articles on these theories have been summarized in the tabulation below (Table 2.1). The common themes surrounding these articles are, the relation between CSR and competitive advantage, the different roles in institutional environments in designing stakeholder expectations with regards to firms that engage in CSR, the role of economic, philosophical and global corporate citizenship perspective on CSR.

Table 2.1 Summary of CSR Theories (*McWilliams et al., 2005*)

<i>Authors</i>	<i>Nature of Theoretical Perspective</i>	<i>Main Arguments</i>
Friedman (1970)	Agency Theory	CSR is indicative of self-serving behaviour on the part of managers and thus reduces shareholder wealth.
Freeman (1984)	Stakeholder Theory	Managers should tailor their policies to satisfy numerous constituents, not just shareholders. These stakeholders include workers, customers, suppliers and community organisation.
Donaldson(1990)	Stewardship Theory	There is a moral imperative for managers to “do the right thing” without regard to how such decisions affect firm performance.
Donaldson and Preston(1995)	Stakeholder Theory	Stress the moral and ethical dimensions of stakeholder theory, as well as the business case for engaging in CSR.
Jones (1995)	Stakeholder Theory	Firms involved in repeated transactions with stakeholders on the basis of trust and cooperation have an incentive to be honest and ethical since such behaviour is beneficial to the firm.
Hart (1995)	Resource- Based View of the Firm	For certain companies, environmental social responsibility can constitute a resource or capability that leads to a sustained competitive advantage.
Baron (2001)	Theory of the Firm	The use of CSR to attract consumers is referred to as strategic CSR, in the sense that firms provide a public good in conjunction with their marketing/business strategy.
McWilliams and Seigel (2001)	Theory of the firm	Presents a supply/demand perspective on CSR, which implies that the firm’s ideal level of CSR can be determined by cost-benefit analysis.
Waldman, Siegel, and Javidan (2005)	Theory of the Firm/ Strategic Leadership Theory	Certain aspects of CEO leadership can affect the propensity of firms that engage in CSR. Companies run by intellectually stimulating CEOs do more strategic CSR than comparable firms.

2.6 Criticism against corporate use of CSR for enhancing performance.

Even though the benefits of CSR have been established, there are still others who have different opinions. The view is that CSR will put a company at a disadvantageous position in relation to its competitors. This is because given a situation where one company (Company A) takes CSR initiatives as compared to another company (Company B) that does not, Company B which is a competitor will not bear the costs that is incurred by

the social actions implemented by company A (Asongu, 2007). The cost that could have been incurred by company B is channelled into other activities that will create competitive advantage for the company. Another critique view is that socially responsible activities that companies engage in are just for the publicity act and public relation trick and not really for the intended good.

Friedman (1996) claims that the rise in CSR activities is a problem, which has been caused by the conflict between managers and shareholders. Managers who believe in CSR and have a personal moral duty to improve communities and society will engage in CSR activities. However, this means that managers further their own personal agendas at the expense of increasing the wealth of shareholders.

2.7 Brand Awareness

One will realise that the literature available focuses on the relation of CSR to profits, reputation and image. Also, most of the CSR literature recorded have focused more on other regions than on West Africa and Ghana. Since the significance of brand awareness has been established, it is equally important to know the bearing that CSR has on Brand Awareness. This study hopes to contribute to the discussion of CSR in the context of Ghana and to fill the gap by finding the effect of CSR on another very important issue- Brand Awareness.

The word "brand" is derived from the word "brandr" which means to burn. This was a way in which herdsman labeled and identified their cattle (Keller, 2008). Till today, this practice is still being performed. A brand is

also said to identify the maker or supplier of a particular product or service which also helps in differentiating one's goods from other competitors. To the customer, it shows the promise of what the goods, service or firm stands for and the experience that can be derived from it (Kotler, 2003).

Currently, brands are of importance to most businesses and corporations and of higher importance is the notion of building a strong brand. This is because building a strong brand has been shown to provide numerous financial rewards to the firm (Keller, 2001.) Building a strong brand is made up of four steps. The first thing is to establish depth and breadth of brand awareness (Brand Identity). This is followed by creating the appropriate brand meaning through favorable and unique brand associations. The third thing is eliciting positive and accessible brand responses and the final step is creating brand relationships with customers characterized by intense loyalty (Keller, 2001). As noted above, brand awareness is very vital and significant in building a corporate brand because it serves as the foundation, and it is the first step of the communications process towards creating brand attitudes and associations, and intention of product purchase (Rossiter and Percy, 1987).

In reference to this, brand awareness will simply mean the familiarity of a brand. It reflects the salience of the brand in the customer's mind (Aaker, 1996) thus forming an integral role of brand equity. Consumers are aware of a large number of brands when making buying decisions, and brands with higher awareness levels are more likely to be part of the final buying

decision. Brand awareness is also said to influence the brand's perceived quality (MacDonald & Sharp, 1996).

Kitchin, (2003) views brand and responsibility as being related. He identifies Responsibility as being brand dependent. Brand is, in fact, the prime determinant of responsibility. Every brand's 'social' responsibility is unique, not just to the business segment it operates in, or to its own operational impact, but unique to the promises that the brand offers, and unique to the delicate framework of trust that it has established with its stakeholders (Kitchin, 2003).

2.8 Major Flaw Identified in the Literature - Research will continue to provide a lack of consistent results because theories and research cannot specifically define CSR, and until that is achieved inconsistency will remain. Most of the work done has derived results ranging from showing negative relationship between CSR and firm performance, to showing no relationship, and to showing positive relationship (McWilliams et al., 2005).

There is growing interest among managers in the consequences of CSR especially for executives at multi-national companies. These leaders are mindful of the fact that business norms and standards, regulatory frameworks and stakeholder demand for CSR varies across nations, regions and line of business placing them under constant pressure from employees, suppliers, community groups, NGOs and government to increase their involvement in CSR. However, this study, guided by the "theory of the firm" (Baron, 2001), aims at establishing the benefit of corporate brand awareness to companies that engage in CSR activities so that it will

encourage management and businesses to see the pressure for CSR not as pressure in itself but as societal and most importantly for corporate good.

Chapter 3

Methodology

As indicated by Baron (2001), the use of CSR should be aligned to the firm's marketing and business strategy to attract consumers and bring benefit to the firm. One of the likely benefits could be achieving corporate brand awareness. This chapter therefore indicates how data was collected and gathered for the purpose of investigating the strategic use of CSR in achieving Corporate Brand Awareness. With limitation to the telecommunication industry, data collection was limited to this industry and telecom users. This chapter also captures all the methods and types of instruments that were used for the purpose of this study.

3.1 Research Objective

CSR is generally for the good of the society at large. However the question here is; what is the benefit for the companies that engage in CSR activities? Does it in anyway affect the knowledge or awareness of the brand, thus enhancing the image of the brand? The primary purpose of this study is to find out if CSR contributes in creating brand awareness for a company.

Specific Objectives Other objectives are;

1. Examining the role of CSR in creating corporate brand awareness
2. Examining brand awareness as a benefits for companies engaged in CSR
3. Measuring top of the mind awareness as a result of CSR
4. Generating recommendations concerning the issue of CSR and Brand Awareness that will be of interest to marketers and companies in the Telecom industry.

3.2 Type of study

This thesis is identified as an exploratory and relational research that seeks to explore and examine whether or not CSR contributes in generating awareness of a company's brand. It also aims to examine the relationship between CSR and brand awareness. This will help the marketer gain a greater understanding of two main variables under study; CSR and Corporate Brand Awareness.

The focus of this research will be on consumer's viewpoints. Getting information from this group is significant because it is the group that companies serve and managers in the telecom companies would be interested in knowing the perceptions of customers regarding their CSR involvement and their level of brand awareness as result of CSR activities. This research will help to analyze whether or not corporate brand awareness moves the consumer closer towards purchasing a product or service of the brand that he or she is aware of. For these reasons the consumer's point of view on the issue of CSR and corporate brand awareness from will be the focus of the study.

3.3 Research Design

A survey was created to help answer the question; does CSR contribute in creating corporate brand awareness? As already stated, this is limited to the telecom industry in Ghana. Companies included are; Zain which is new in the Ghanaian market as compared to other companies in the industry, MTN Ghana, which has the largest market share, Tigo which is the pioneer in the industry, Kasapa which has the least share of the Ghanaian telecom market. Vodafone Ghana (formally known as Ghana Telecom), a company

with 70% share belonging to Vodafone, UK and 30% share belonging to the government of Ghana. These make up all the companies in the industry.

3.4 Identified population

Since the research was limited to the telecommunication industry, the population for this research from which the sample was drawn was the total number of mobile phone subscribers. According to the National Communication Authority (NCA), an institution that oversees the operations of telecom companies in Ghana, the total mobile phone subscribers in the country is reported to be 10,242,916. It was therefore very difficult to collect data from all members of the population due to the enormity of its size and the lack of resources. For this reason a feasible sample size of 120 was drawn in order to carry out this research.

3.4.1 Sampling

It is important to note that within the population, there were three main groups that were identified: the youth/student subscribers, subscribers working in corporate Ghana and those that do not fall in any of the two groups. People in this group are usually small-scale traders or the unemployed. The sample size was drawn out of the first user group and the focus was on students in tertiary institutions. The selection was based on the fact that people who fall in this category have some understanding of the topic of CSR and can easily comprehend questions that would be asked. In addition to this reason, members of this group were easily accessible and it provides the researcher an opportunity to study a familiar group.

Most importantly it is a group that have been identified to be an attractive target group that has prospect potential financial benefit.

It is worth noting that the sample was limited to people (students) in Accra. This is because most telecom activities are carried out in Accra and the head offices of the telecom companies are for that matter located in Accra.

Main characteristics to qualify for the research;

1. Should be a student in University or University College located in Accra
2. Should own a mobile phone

Since the study was limited to Greater Accra, sample Universities were drawn from the total number of Universities in the Greater Accra region through a purposive method. Those that were included in the study are; University of Ghana, Institute of Professional Studies, Central University College and Ashesi University College.

The total number of students that were selected to be included in the study were drawn out of convenience, thus selecting cases that were easiest to obtain in the event of cost and time constraint. Four universities were selected from convenience. The student population of the two public universities (University of Ghana and Institute of Professional Studied) and the two other private universities that were selected are presented in the table 3.1. Total number of students in various universities was compared and proportions calculated. For this reason, the number of questionnaires were distributed with that in mind, so that total number of questionnaires were reflecting the proportional differences.

Table 3.1 Sample Size

	University	Estimated population	Population Percentage representation	Calculated number of questionnaires	Actual number questionnaires issued
	University of Ghana	30,000	67.87%	82	55
	Central University College	7,000	15.84%	19	30
	institute of Professional Studies	6,750	15.27%	18	25
	Ashesi University College	450	1.02%	1	10
Total		44,200		120	120(sample size)

It is important to mention that the focus is not on making a distinction between the Universities that participated in the study. Rather the study uses students (telecom user group) to investigate if CSR activities of a company in anyway create corporate brand awareness.

From Table 3.1, above, the calculated number of questionnaires for each university was altered. With regards to the University of Ghana, after 50 responses, it is likely that subsequent responses will be the same and so the actual number of questionnaires sent to the University of Ghana was 55 which is about half the total sample size of 120. With regards to the other universities in the table, 19, 18 and 1 are relatively small sizes so the calculated numbers of questionnaires for these Universities were also altered to 30, 25, and 10, taking into consideration respective estimated population.

3.5 Data Collection

Primary data was mainly collected and analysed for the purpose of this research through the use of questionnaires. This data made it possible to

gather people's perceptions and awareness about the brands in the telecom industry as a result of CSR.

3.5.1 Research Instruments

Questionnaire (Appendix 1)

The study sought to explore the relationship between CSR and corporate brand awareness from the view of the customer. The use of questionnaires was therefore, the best instrument for this research. This provided a means of acquiring primary data that was quantified to be used in the analysis process in order to draw conclusions based on the sample.

In designing the questionnaire, questions were kept short, simple and clear to ensure proper understanding of the questions and ease of answering the question. Questions were asked on all levels of awareness (Bornmark, 2005);

Brand recognition (aided recall) - this level is the first stage of brand awareness, it is when the consumers can recognise a specific brand among others. *Brand Recall* (Unaided recall) - a brand is said to have recall if it comes to consumers' minds when its product class is mentioned. *Top of the mind awareness*- this is the first brand that comes to mind within a given category (Bornmark, 2005). The top of mind awareness indicates a relative superiority a brand enjoys above others.

The questionnaire also examined the extent to which respondents can match the message or concept to the brand, the extent to which respondents have favourable opinions of the brand and the likelihood of

respondents considering purchasing the service of a brand. A few open ended questions were asked as a way to examine unaided recall, thus showing the top of the mind awareness of a brand. In addition, the questions examined the level of the respondent's familiarity with CSR activities and their level of familiarity with a brand as a result of CSR activities.

3.5.2 Data collection procedure

Distribution of questionnaires

The questionnaires were distributed and received at lecture halls, student hostels and on campus residential facilities. This is because students could easily be found at such places. At the lecture halls, the questionnaires were handed in before the commencement of a lecture. These lectures were usually lectures that were attended by students of different years of study in the tertiary institution. Distributing the questionnaire at the lecture halls was one of the good options because most students were usually seated in the lecture halls about fifteen minutes before the lecture began and at this time students were usually chatting with their fellow classmates.

Based on experience in assisting with data collection and being a participant of other research projects, it was easy to have students fill a questionnaire at this time because of the high rate of willingness. It is important to note that distributing questionnaires after the lecture would have generate a low response rate because student would have been unwilling to fill a questionnaire as they would be rushing to the next lecture or rushing out of the lecture hall to engage in other personal activities.

The residence of students was another good place to distribute questionnaires. Students were willing to fill out a questionnaire because they were relaxed in their rooms and for this reason they paid more attention to the questions and answered them appropriately. Any student present in the lecture hall or the hostel at the time that questionnaires were distributed was handed a questionnaire to fill if he or she showed interest.

With the help of other students at the various Universities, a high response rate of 94.1% was recorded. This is because out of the 120 questionnaires a significant amount of 113 of them were recovered.

3.6 Data Analysis Methods

SPSS, a research analysis tool was used to analyze the results for this research. With the help of this tool, data was presented as proportions (%), Bar chart, pie chart was used to compare and analyse the responses to some of the questions asked.

3.7 Limitations

An input on the views of the various telecom companies on the issue under study would have been interesting. This would have made it possible to compare the views of both service providers and users to find out if they were consistent. So even though efforts were made to get the views of the telecom companies, this was not possible due to the inability to have access to appropriate members of these Telecom companies.

Chapter 4

Research Analysis and Results

This chapter entails an analysis of the data that was collected for the purpose of this thesis and also presents the results of this data analysis. The focus of the questionnaire was on consumers' viewpoints because it made good business sense to know the views of the customer so that concerned businesses could make informed decisions that will create competitive advantage for their business or firm.

The objective of the study will be the guide for analysis. The main objective is to examine the role of CSR on corporate brand awareness. Other sub objectives are,

to examine brand awareness as a benefits for companies engaged in CSR, to measure top of the mind awareness as a result of CSR and to come up with recommendations concerning the issue of CSR and Brand Awareness that will be of great interest to marketers and corporations in the telecom industry.

4.1 Questionnaire survey

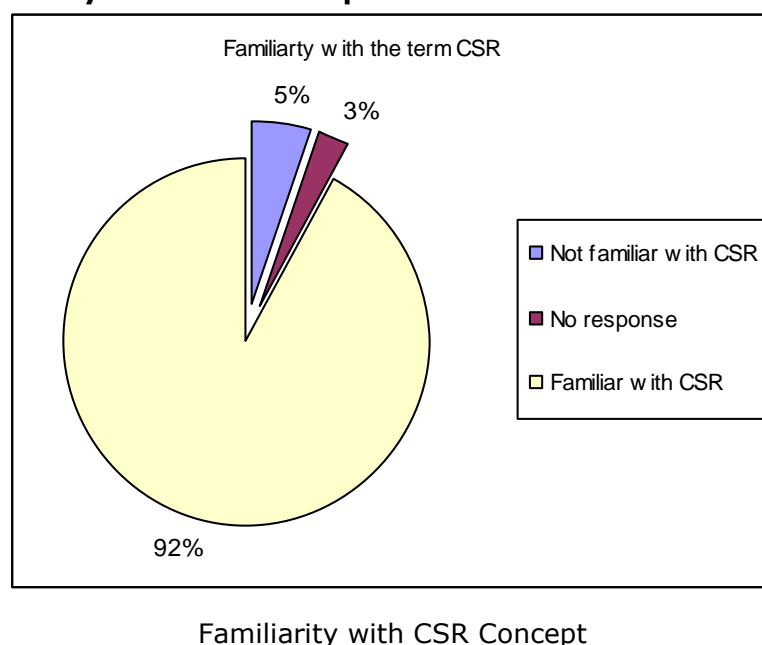
The use of SPSS, made it possible for layering and cross tabulations of the responses which was used for analysis. The questions in the questionnaire gathered necessary information needed from a sample of mobile phone users in order to identify the role CSR plays in creating brand awareness for a company. The results from key questions asked in the questionnaire that

helped in addressing the purpose of this research are discussed below. The results can however be found in the Appendix 2.

4.2 The concept of CSR

The first question sought to find out whether the respondents knew and understood CSR. If not, respondent were given a brief description⁴ to give them a little understanding of the concept in order to continue answering the questions, which was key to the validity of the responses given and as such in the data analysis process. The result for this first question indicated that 92% understood what CSR meant as diagrammatically represented below. "Familiarity" in question 1 is related to how CSR is described in the questionnaire.

Fig 4.1 Familiarity with CSR Concept



⁴ "Philanthropy describes a situation where a company uses part of its profit for charitable causes". For example, building a school in a rural area, providing clean water for a community without potable drinking water or awarding a scholarship to a needy student will all be considered as philanthropic activities.

The third question in the questionnaire was also related to “familiarity”; however this is in relation to how familiar the respondent is to the CSR activities of the telecom company indicated in question 2. In other words, does the respondent identify with it? Does he or she have knowledge of these CSR activities? The interpretation of this question indicates that about 90% of the respondents were familiar with the activities of the various company indicated in question 2, indicating that the CSR activities of the companies in the telecom industry were communicated to the public. The information obtained from the responses to question 3 helped in accessing the extent to which CSR had played a role in influencing the awareness of the corporate brand as shown in the table 4.1.

Table 4.1 Familiarity of CSR Concept and CSR activities of Company

With reference to the company in question 2, how familiar are you with the philanthropy activities of this company			To what extent has the philanthropic activities of the company made it more exposed to you			
			I have become very aware of the company through its philanthropic activities	I have become somehow aware of the company through its philanthropic activities	My awareness of the company has not been influenced by its philanthropic activities	Total
Very familiar	Gender	Male	17	6	6	29
		Female	18	3	5	26
	Total		35	9	11	55
Somewhat familiar	Gender	Male	4	14	4	22
		Female	8	10	6	24
	Total		12	24	10	46
Not familiar	Gender	Male			3	3
		Female			8	8
	Total				11	11

The table indicates that those who were familiar with the CSR activities of the company mostly reported that their awareness of the company's brand was influenced by its CSR activities. Close to about 80% of the respondents fall in this category. This shows that for brand awareness to occur as a result of CSR, people had to have knowledge of the company's CSR activities. On the other hand, all those that were not familiar with the CSR activities of a company reported that their awareness of the company was not affected by its CSR activities.

It is worth mentioning that Questions 3 to 9, check awareness on different levels as a result of CSR. All the levels of awareness: brand recognition, unaided recall, to the top of mind awareness (Bornmark, 2005) were all measured. With regard to questions 6 and 7 that sought to measure brand recognition (aided recall), there was an indication of a high level of brand recognition. Most respondents were able to identify the colours and slogan association with the telecom company mentioned in question 2. MTN recorded an average brand recognition of 97.9%. This is followed by Zain which recorded an average of 82.15%. It is worth mentioning that even though MTN recorded a high brand recognition, the awareness of 36% of respondents (Appendix 2) that mentioned MTN as the top of mind awareness were not influenced by CSR activities of the company. This indicates the customer's awareness of a brand is not only influenced by CSR but by other factors as well.

4.3 Brand awareness as a result of CSR

To check awareness levels as a result of CSR activities of the respondents, table 4.2 describes the relationship that exists between just stating ones level of awareness and the actual level of awareness. In other words, it cross examines whether what respondents stated in question 5 was reflected in questions 6, 7 and 8. Most respondents were able to properly assign the right colour, slogan and logo of the company of their choice stated in question 2. This implies that people were mostly aware of the corporate brand of the company as displayed in table 4.2. It does not only describe brand awareness as a result of CSR; it also indicates that stated awareness was usually equal to actual awareness.

Table 4.2 Measuring all levels of brand awareness as a result of CSR

		Name one company that comes to mind when you think of the telecommunication industry in Ghana									
		MTN		Tigo		Vodafone		Zain		Kasapa	
		Count	%	Count	%	Count	%	Count	%	Count	%
Q5. To what extent has the philanthropic activities of the company made it more exposed to you	I have become very aware of the company through its philanthropic	21	29.6	3	50.0	2	33.3	21	75.0	1	50.0
	I have become somehow aware of the company through its philanthropic activities	24	33.8	1	16.7	2	33.3	6	21.4		
	My awareness of the company has not been influenced by its philanthropic activities	26	36.6	2	33.3	2	33.3	1	3.6	1	50.0
Total		71	100.0	6	100.0	6	100.0	28	100.0	2	100.0
		Name one company that comes to mind when you think of the telecommunication industry in Ghana									
		MTN		Tigo		Vodafone		Zain		Kasapa	
		Count	%	Count	%	Count	%	Count	%	Count	%
Q6. With reference to the company in question 2, what colour is associated with that company/ brand	Red			1	16.7	6	100.0				
	Green	3	4.2					7	25.0	2	100.0
	Yellow	68	95.8								
	Blue			5	83.3						
	Purple							18	64.3		
	No response							3	10.7		
Total		71	100.0	6	100.0	6	100.0	28	100.0	2	100.0
		Name one company that comes to mind when you think of the telecommunication industry in Ghana									
		MTN		Tigo		Vodafone		Zain		Kasapa	
		Count	%	Count	%	Count	%	Count	%	Count	%
Q7. What slogan/phrase goes with the company	Express yourself			5	83.3						
	Everywhere you go	71	100.0								
	It's your time			1	16.7	6	100.0				
	A wonderful world							28	100.0		
	The power of 028									2	100.0
Total		71	100.0	6	100.0	6	100.0	28	100.0	2	100.0
		Name one company that comes to mind when you think of the telecommunication industry in Ghana									
		MTN		Tigo		Vodafone		Zain		Kasapa	
		Count	%	Count	%	Count	%	Count	%	Count	%
Q8. How easily can you recall the logo of this company	I always have a vivid picture in my mind	51	72.9	4	66.7	4	66.7	18	64.3	1	50.0
	I usually have a vivid picture in my mind	15	21.4	1	16.7	2	33.3	9	32.1	1	50.0
	I can identify it only when I see it	4	5.7					1	3.6		
	I cannot recall and identify what it looks like			1	16.7						
Total		70	100.0	6	100.0	6	100.0	28	100.0	2	100.0

Another relationship that should be discussed is the relation of respondents that have high brand awareness as a result of CSR activities to whether that awareness influences their purchasing decision. With reference to the table below over 50% of the respondents who have become aware of the company through its CSR activities were highly prone to purchasing a service or product of a brand that they were aware of or are knowledgeable about.

Table 4.3 CSR led Corporate Brand Awareness versus Purchasing Decision

To what extent does your knowledge of a brand influence your purchasing decision			To what extent has the philanthropic activities of the company made it more exposed to you			Total
			I have become very aware of the company through its philanthropy	I have become somehow aware of the company through its philanthropy	My awareness of the company has been influenced by its philanthropy	
It always affects my choice of purchase	Gender	Male	11	6	7	24
		Female	10	5	7	22
	Total		21	11	14	46
It sometimes affects my choice of purchase	Gender	Male	8	9	4	21
		Female	9	5	6	20
	Total		17	14	10	41
It rarely affects my choice of purchase	Gender	Male	1	3	1	5
		Female	4	1	3	8
	Total		5	4	4	13
It does not in any way affect my choice of purchase	Gender	Male	1	2	1	4
		Female	3	1	2	6
	Total		4	3	3	10

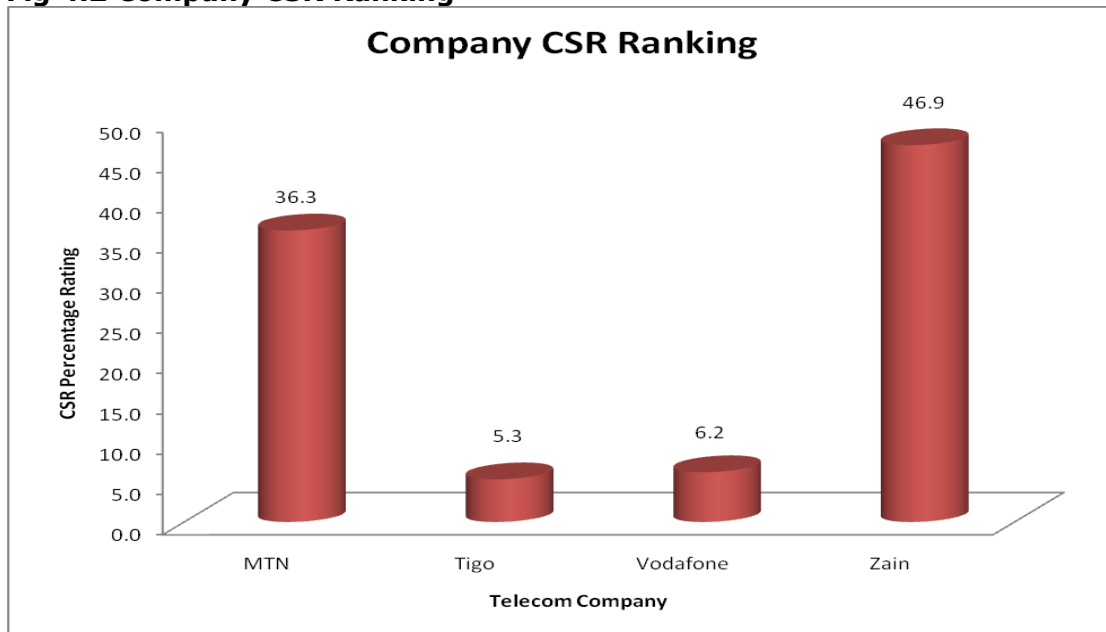
Question 9 is related to brand association and therefore is also worth pointing out. When it comes to brand association, it helps to measure what respondents liken or associate to the brand of the company. With respect to the context of this thesis, the focus of the analysis of this question will be limited to CSR as an association. The analysis shows that most respondents associated Zain to Philanthropy reporting 67.9%. MTN reports slightly less than half of what Zain reports. At the extreme bottom with regards to this association is kasapa, which records 1%. It will not be coincidental to say that Zain's positive associations is as a result of its high ranking in all aspects of CSR especially with regards to question 4, 5 and 17. Other associations are: poor customer service (MTN), quality service (Zain), affordable (Tigo), reliability (Vodafone).

The questionnaire was also used to investigate opinions that respondents have about the various companies in the telecommunication industry with the use of an open ended question i.e. question 2. The opinions were extracted and grouped into 10 categories. Some of the favourable opinion ranges from the service of the company being affordable, accessible, to the company being philanthropic and sponsoring the needy. Among the opinions was also an unfavourable opinion, which expresses a respondent's view on how unreliable MTN is. This question also gives the understanding that, corporate brand awareness is not only influenced by positive factors but by negative factors as well.

4.4 CSR ranking

Ranking of telecom companies in terms of CSR was measured by the question 17. In this category, Zain Telecommunication Network with 46.9% of respondents, was in the lead. This is an interesting finding because, Zain entered the Ghanaian market about 3 years ago and as compared to other existing companies such as Tigo and Vodafone who have been in the market for over 5years, it is considered to be the most philanthropic in the view of customers. MTN on the other hand comes second, reporting less than 10% of the figure reported by Zain. Vodafone and Tigo following in this rank respectively. Kasapa on the other hand is not represented here because none of the respondents considered it as philanthropic.

Fig 4.2 Company CSR Ranking



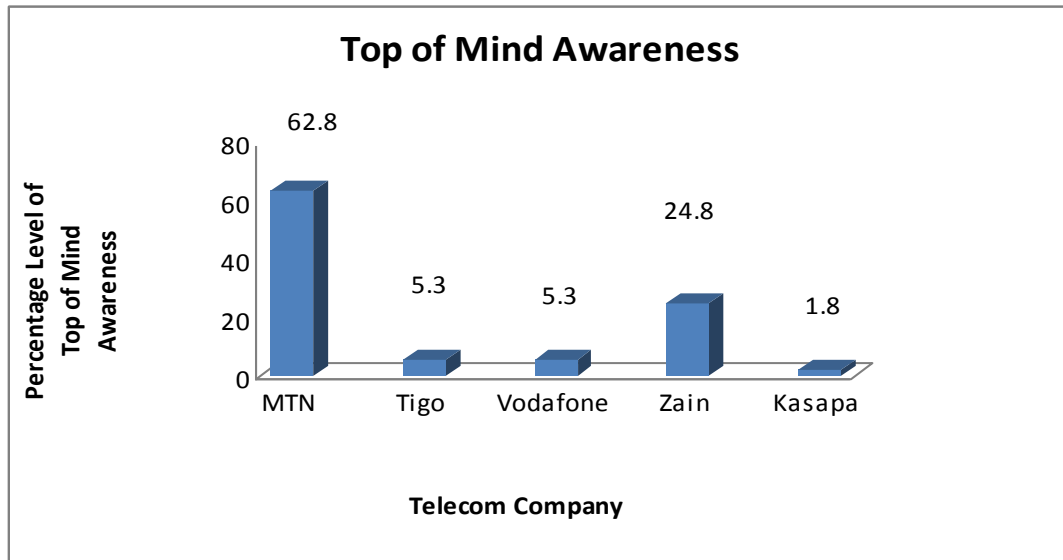
This diagram (fig. 4.2) shows the ranking of the companies in CSR as perceived by respondents. This is a reflection of how the respondents rated the level of activeness of a company in CSR. From the analysis of question 4 (Appendix 2) Zain topped this category with about 99% of the

respondents considering it to be very active in CSR, as compared to others like MTN, 96%, Vodafone 83%. This explains why Zain emerged as number 1 in philanthropy as compared to other companies in the telecommunication industry.

4.5 Top of the mind awareness

Top of the mind awareness indicates the highest level of awareness. At this level, the respondent needs not have any form of assistance in order to recall a brand that has attained this level. This awareness as measured in question 2 could be as a result of variety of factors. The result is displayed in fig 4.3. In this category MTN records the highest figure of 62% level of awareness. This is followed by Zain that reports about 24%. The other companies, Tigo, Vodafone and Kasapa follow with recorded figures of 5%, 5% and about 2% respectively. Looking back at the history of Tigo, it is known that it was the first to start operations in Ghana (then known as Mobitel). For this reason one would expect that, the company should have a strong top of the mind awareness, but this is not the case. It is important to mention that where as MTN has the highest percentage of top of the mind awareness, Zain is overall ranked number 1 in regards to achieving corporate brand awareness as a result of CSR, which is the focus of this study.

Fig.4.3 Measure of top of mind awareness.



4.6 Summary of analysis

Events relating to each other can be identified from the analysis that is; the familiarity with CSR activities of a company, in this case a telecom company, will have an influence on a person's level of awareness of the corporate brand of the company. This level of awareness therefore becomes a factor to consider in a person's purchasing decision. This sequence of events is displayed in fig 4.4.

Fig 4.4 Resulting Events of CSR



Chapter 5

Conclusion and recommendations

From the data analysis, it has been established that CSR has a bearing in creating corporate brand awareness. Achieving corporate brand awareness comes along with many other benefits, thus making this achievement very significant. It is also important to remember that brand awareness starts the communication process (Rossiter and Percy, 1987) to the customer. Through this, a company is able to positively affect other important factors such as brand loyalty, brand perceived quality and brand association as well as affect these elements negatively.

Even though a strong brand awareness does not necessarily mean that products or services of that brand would be purchased, some studies indicate that brand awareness affects consumer choices and thereby their choice of brand. Lin and Chang (2003) found through their research that brand awareness had the strongest effect on purchasing decision. Hoyer and Brown (1990 in Lin and Chang, 2003) also established that in consumer decision making process, brand awareness is identified as the key factor among other factors; showing that brand awareness has an impact on consumer choice. A question that was asked during the data collection process for this research also goes to emphasize this fact since over 50% of the respondents indicated that their purchase of a product or service was influenced by their awareness of the brand of the product or service.

From the analysis, Zain emerges as the leader in terms of philanthropy, compared to others in the same industry even though it is the youngest in the Ghanaian market. Zain has attained this rank because, it applies some of the principle established by scholars that were discussed in the literature review and through this the company has attained a high level of corporate brand awareness. The one major thing that Zain does differently from other existing companies in the industry is that when it comes to its CSR activities, it engages highly in both persuasive and informative CSR advertising and this high level of CSR advertising is a signal of firm quality (Milgrom and Roberts, 1986). The distinguishing factor from other telecom companies is its TV show "Zain Touching Lives" through which Zain has been able to positively influence the taste of the consumer for services attributed to CSR and has carved a favourable opinion of "sponsoring the needy" for itself.

It is important to mention that corporate brand awareness can be achieved in so many ways other than through the use of CSR. However, the advantage of using CSR to achieve corporate brand awareness is that, it also comes along with achieving reputation enhancement and protection (McWilliams and Siegel, 2000) as well as profits (Norman and MacDonald, 2004) which occurs in the long run. It is important to note that marketers should therefore highly consider using CSR as a means to achieving corporate brand awareness.

CSR can create corporate brand awareness; however, analysis shows that for corporate brand awareness to occur as a result of CSR, people must have knowledge of the company's CSR activities. Data collected and

analysed for this research supports the research preposition; engaging in CSR activities contributes in creating corporate brand awareness.

References

- Aaker, D. A. (1991). *Managing Brand Equity: Capitalizing on the value of Brand Name*. New York. The Free Press.
- Andrew, B., Gul, F., Guthrie, J., & Teoh, H. (1989). A Note on Corporate Social Disclosure Practices in Developing Countries: The Case of Malaysia and Singapore. *British Accounting Review*, 21(4): 371-376.
- Asongu J.J. (2007). The History of Corporate Social Responsibility. *Journal of Business and Public Policy*. Vol. 1, Number 2. 22nd March, 2010.
- Bagnoli, M., & Watts, s. (2003). Selling to socially responsible consumers: Competition and the Private provision of public goods. *Journal of Economic and Management Strategy*, 12: 419-445.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*. 17: 99-120.
- Baron, D. (2001). Private politics, corporate social responsibility and integrated strategy. *Journal of Economics and Management Strategy*, 10: 7-45.
- Belal A. R., & Momin, M. (2009). Corporate Social Reporting (CSR) in Emerging Economies: A Review and Future Direction. Congress on *Social and Environmental Accounting Research (CSEAR)*, Vol.9, pp.119-143.
<http://www.facc.ufri.br/csear2009/10.pdf>
- Boon, k. E., & Ababio, F. (2009). Corporate social responsibility in Ghana: Lessons from the mining sector. Impact Assessment and Human Well- Being, 29th Annual Conference of the International Association for Impact Assessment, 16-22 May, Accra international Conference Centre, Accra, Ghana. www.iaia.org
- Carroll, B. Archie (1991). The pyramid of Corporate Social Responsibility: Toward the moral Management of Organizational Stakeholders. *Business Horizons* pp 39-48.19 November, 2010.
<http://www.rohan.sdsu.edu/faculty/dunnweb/rprnts.pyramidofcsr.pdf>
- Friedman, Milton (1962). *Capitalism and Freedom*. Chicago. Chicago University Press.
- Friedman, Milton. (1996). The social responsibility of business is to increase profits. In Rae, S.B. & Wong, K.L. (Eds.) *Beyond integrity: A Judeo-Christian approach*. Grand Rapids, MI: Zondervan Publishing House, pp. 241-245.
- Fomburn, C., & Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, 33: pp 233-258.

- Frynas, J. George. (2005) The false development promise of Corporate Social Responsibility: evidence from multinational oil companies. *International Affairs* 81, 3: 581-598.
- Frynas, J. George (2006). Corporate Social Responsibility in Emerging Economies. Greenleaf Publishing 20th November, 2009.
<http://www.greenleaf-publishing.com/content/pdfs/jcc24intr.pdf>
- Interpraxis. (2004) Quotations from Business and Thought Leaders on Ethics and CSR 23rd March, 2010.
<http://www.interpraxis.com/quotes.htm>
- Jones , T. (1995). Instrumental stakeholder theory: A synthesis of ethics and economics. *Academy of Management Review*, 20: 404-437.
- Keller, K. (2008). *Strategic Brand Management*. (3rd ed.) Pearson Prentice Hall, USA.
- Kitchin Tim (2003). Henry Stewart Publications 1350-231X Brand Management *Corporate social responsibility: A brand explanation*. Vol. 10, No. 4-5, pp 312-326.
- Kotler, P. (2003). *Marketing Management*. (11th ed.). Upper Saddle River, NJ: Prentice Hall.
- Lantos, G.P. (2001). The boundaries of strategic corporate social responsibility. *Journal of Consumer Marketing* VOL.18 No.7 pp 595-632.
- Lin, M., Y. & Chang, L., H. (2003). Determinants of habitual behavior for national and leading brands in China. *Journal of Product & Brand Management*. Vol. 12, No. 2. 94 -107
- Lynn, M. (1992). A note on corporate social disclosure in Hong Kong. *The British Accounting Review*, 24(2): 105-110.
- Macdonald, E. and Sharp, B. (2003). Management Perceptions of the Importance of Brand Awareness as an Indication of Advertising Effectiveness. *Marketing Bulletin*, 2003, 14, Article 2. 22nd March 2010.
http://marketingbulletin.massey.ac.nz/V14/MB_V14_A2_Macdonald.pdf
- McWilliams, A., & Siegel, D. (2000). Corporate social responsibility and Financial Performance: Correlation or Misspecification? *Strategic Management Journal*, 21: 603-609.
- McWilliams, A. & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, 26:117-127.

McWilliams, A., Siegel, D., & Wright, Patrick. (2005) Corporate Social Responsibility : Strategic Implications. *Rensselaer Working Papers in Economics*. Number 0506.
<http://www.rpi.edu/dept/economics/www/workingpapers/>

Meridian Group International and Pathfinder International. *CATALYST Consortium* (2000-2005) 21st Century Corporate Social Responsibility: Advancing Family Planning and Reproductive Health. What Is Corporate Social Responsibility? Eight Questions and Answers. 15th November, 2010.
http://www.esdproj.org/site/DocServer/What_is_CSR.pdf?docID=20

87

Milgrom, P., & Roberts, J. (1986) Advertising as signal of product quality. *Journal of Political Economy*. 94: 796-821.

Norman, W., & MacDonald, C. (2004). Getting to the bottom of the "triple bottom line". *Business Ethics Quarterly*. 14(2):243-262.

Telecom in Ghana – A Game of Multinationals, Feature Article, Wed, 21 Jan 2009. [Myjoyonline.com](http://myjoyonline.com)

Pachauri, R. K. (2006). CSR in new dimensions, *The Economic Times*.

Quester, P.G. & Thompson, B. (2001). Advertising and promotion leverage on arts sponsorship effectiveness. *Journal of Advertising Research*, 41(1), 33-47.

Rahaman, A., S. (2000). Senior Management Perceptions of Social and Environmental Reporting In Ghana. *Social and Environmental Accounting*, 20(1): 7-10.

Rossiter, J. R., & Percy L. (1987). Advertising and Promotion Management. Singapore, McGraw-Hill.

Russo, M. and Fouts, P. 1997. A resource-based perspective on corporate environmental performance and profitability. *Academy of Management Journal*, 40: 534-559 24th March, 2010.
<http://www.jstor.org/stable/257052?cookieSet=1>

Saunders, Lewis, Thornhill (1997) Research Methods for Business Students. Person Professional Limited.

Singh, D., & Ahuja, J. (1983). Corporate Social Reporting in India. *International Journal of Accounting*, 18(2): 151-169.

Smith, N., Craig (April 2003). *Corporate Social Responsibility: Not Whether, But How?* London Business School Centre for Marketing No. 03-701. 22nd March, 2010.
<http://www.london.edu/facultyandresearch/research/docs/03-701.pdf>

Appendix 1

Sample Questionnaire



RESP #: __

This questionnaire is designed to solicit your view on the role that philanthropy plays in creating awareness of a company's brand. The reason for conducting this survey is to explore how companies benefit from being philanthropic. This is an academic project, and any information you provide will be used solely for this purpose.

Background

"Philanthropy describes a situation where a company uses part of its profit for charitable causes". For example, building a school in a rural area, providing clean water for a community without potable drinking water or awarding a scholarship to a needy student will all be considered as philanthropic activities.

1. How familiar were you with the term Philanthropy before reading the description above?

a) I had never heard of it ☐

b) I had heard of it but did not know what it meant ☐

c) I knew about it and understand what it meant ☐

2. Please name **ONE** company that comes to mind when you think of the telecommunication industry in Ghana and why?

.....

.....

.....

(Questions 3 - 9 are in reference to Question 2 above)

3. With reference to the company in **question 2**, how familiar are you with the philanthropy activities of this company?

a) Very familiar ☐

b) Somewhat familiar ☐

c) Not familiar ☐

4. How would you rate this company's level of engagement in philanthropic activities?

a) Very active ☐

b) Somewhat active ☐

c) Inactive ☐

5. To what extent has the philanthropic activities of the company made it more exposed to you?

- a) I have become very aware of the company through its philanthropic activities ☐
- b) I have become somehow aware of the company through its philanthropic activities ☐
- c) My awareness of the company has not been influenced by its philanthropic activities ☐

6. With reference to the company in **Question 2**, what color is associated with that Company/ brand?

- a) Red ☐ b) Green ☐ c) Yellow ☐ d) Blue ☐ e) Purple ☐ f) No idea ☐

7. What slogan/ phrase goes with the Company?

- a) Express yourself ☐ b) Everywhere you go ☐ c) It's your time ☐
- d) A wonderful world ☐ e) The power of 028 ☐ f) No idea ☐

8. How easily can you recall the logo of this company?

- a) I always have a vivid picture in my mind ☐
- b) I usually have a vivid picture in my mind ☐
- c) I can identify it only when I see it ☐
- d) I cannot recall and identify what it looks like ☐

9. Which of the following would you associate with the company? (*Tick as many as apply*)

- a) Affordable ☐ b) Wide coverage ☐ c) Quality customer service ☐
- d) Philanthropy ☐ e) Poor customer Service ☐

f) Other, *Please Specify*.....

10. To what extent does your knowledge of a brand influence your purchasing decision?

- a) It always affects my choice of purchase ☐ b) It sometimes affects my choice of purchase ☐
- c) It rarely affects my choice of purchase ☐ d) It does not in any way affect my choice of purchase ☐

11. Gender

- a) Male ☐ b) Female ☐

12. What is your area of study?

- a) Business Administration ☐ b) Computer Science/MIS ☐ c) Law ☐
d) Natural and Medical Science ☐ e) Applied Sciences ☐ d) Humanities ☐

Other, *Please Specify*.....

13. What year are you currently in at your University?

- a) 1st year ☐ b) 2nd year ☐ c) 3rd year ☐ d) 4th year ☐

14. Do you own a mobile phone?

- a) Yes ☐ b) No ☐

15. If Yes, what telecom network do you use? (*Please move to question 18*)

- a) MTN ☐ b) Tigo ☐ c) Vodafone ☐ d) Zain ☐ e) Kasapa ☐

16. If No, what telecom network would you like to use?

- a) MTN ☐ b) Tigo ☐ c) Vodafone ☐ d) Zain ☐ e) Kasapa ☐

17a. Why? (*Tick as many as apply to you*)

- a) Most of my friends use this network ☐
b) The call rate is cheaper ☐
c) I like their adverts ☐
d) The company has a good reputation through its philanthropic activities ☐
e) Other, *Please Specify*

17. Mention **ONE** company in the telecommunication industry that you know is very involved in philanthropic activities (giving back to the community).

.....

Thank you for taking part in this research!

Appendix 2

Analysis of Data

Table 1

		Gender				Total	
		Male		Female		Count	%
		Count	%	Count	%		
Q1. How familiar were you with the term Philanthropy before reading the description above	I had never heard of it	2	3.7	4	6.8	6	5.3
	I had heard of it but did not know what it meant	8	14.8	9	15.3	17	15.0
	I knew about it and understand what it meant	44	81.5	43	72.9	87	77.0
	No response			3	5.1	3	2.7
Total		54	100.0	59	100.0	113	100.0

Table 2

	Company	Frequency	%
Q2. Name one company that comes to mind when you think of the telecommunication industry in Ghana	MTN	71	62.8
	Tigo	6	5.3
	Vodafone	6	5.3
	Zain	28	24.8
	Kasapa	2	1.8
	Total	113	100.0

Table3

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Count	%
		Count	%	Count	%	Count	%	Count	%	Count	%		
Q3. With reference to the company in question 2, how familiar are you with the philanthropy activities of this company	Very familiar	31	44.3	2	33.3	3	50.0	18	64.3	1	50.0	55	49.1
	Somewhat familiar	31	44.3	3	50.0	2	33.3	10	35.7			46	41.1
	Not familiar	8	11.4	1	16.7	1	16.7			1	50.0	11	9.8
Total		70	100.0	6	100.0	6	100.0	28	100.0	2	100.0	112	100.0

Table4

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Count	%
		Count	%	Count	%	Count	%	Count	%	Count	%		
Q4. How would you rate this company's level of engagement in philanthropic activities	Very active	34	47.9	1	16.7	3	50.0	23	82.1	1	50.0	62	54.9
	Somewhat active	35	49.3	5	83.3	2	33.3	5	17.9			47	41.6
	Inactive	2	2.8			1	16.7			1	50.0	4	3.5
Total		71	100.0	6	100.0	6	100.0	28	100.0	2	100.0	113	100.0

Table 5

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Count	%
		Count	%	Count	%	Count	%	Count	%	Count	%		
Q5. To what extent has the philanthropic activities of the company made it more exposed to you?	I have become very aware of the company through its philanthropic	21	29.6	3	50.0	2	33.3	21	75.0	1	50.0	48	42.5
	I have become somehow aware of the company through its philanthropic activities	24	33.8	1	16.7	2	33.3	6	21.4			33	29.2
	My awareness of the company has not been influenced by its philanthropic activities	26	36.6	2	33.3	2	33.3	1	3.6	1	50.0	32	28.3
Total		71	100.0	6	100.0	6	100.0	28	100.0	2	100.0	113	100.0

Table6

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Count	%
		Count	%	Count	%	Count	%	Count	%	Count	%		
Q6. With reference to the company in question 2, what color is associated with that company/brand	Red			1	16.7	6	100.0					7	6.2
	Green	3	4.2					7	25.0	2	100.0	12	10.6
	Yellow	68	95.8									68	60.2
	Blue			5	83.3							5	4.4
	Purple							18	64.3			18	15.9
	No response							3	10.7			3	2.7
Total		71	100.0	6	100.0	6	100.0	28	100.0	2	100.0	113	100.0

Table 7

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Count	%
		Count	%	Count	%	Count	%	Count	%	Count	%		
Q7. What slogan/phrase goes with the company	Express yourself			5	83.3							5	4.4
	Everywhere you go	71	100.0									71	62.8
	It's your time			1	16.7	6	100.0					7	6.2
	A wonderful world							28	100.0			28	24.8
	The power of 028									2	100.0	2	1.8
Total		71	100.0	6	100.0	6	100.0	28	100.0	2	100.0	113	100.0

Table8

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Count	%
		Count	%	Count	%	Count	%	Count	%	Count	%		
Q8. How easily can you recall the logo of this company	I always have a vivid picture in my mind	51	72.9	4	66.7	4	66.7	18	64.3	1	50.0	78	69.6
	I usually have a vivid picture in my mind	15	21.4	1	16.7	2	33.3	9	32.1	1	50.0	28	25.0
	I can identify it only when I see it	4	5.7					1	3.6			5	4.5
	I cannot recall and identify what it looks like			1	16.7							1	0.9
Total		70	100.0	6	100.0	6	100.0	28	100.0	2	100.0	112	100.0

Table 9

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Cases	%
		Cases	%	Cases	%	Cases	%	Cases	%	Cases	%		
Q9. Brand Association	Affordable	16	22.5	3	50.0	3	50.0	20	71.4	2	100.0	44	38.9
	Wide coverage	63	88.7	1	16.7	2	33.3	4	14.3	2	100.0	72	63.7
	Quality customer service	5	7.0	2	33.3	4	66.7	13	46.4	2	100.0	26	23.0
	Philanthropy	23	32.4	1	16.7	3	50.0	19	67.9	1	50.0	47	41.6
	Poor Customer service	25	35.2	1	16.7	1	16.7					27	23.9
	Very Expensive	1	1.4									1	0.9
	Pay less enjoy more	1	1.4					1	3.6			2	1.8
	Very poor service delivery	1	1.4			1	16.7					2	1.8
	Very reliable					1	16.7					1	0.9
	Sponsorship	1	1.4									1	0.9
Total		71	191.5	6	133.3	6	250.0	28	203.6	2	350.0	113	197.3

Table 10

		Name one company that comes to mind when you think of the telecommunication industry in Ghana										Total	
		MTN		Tigo		Vodafone		Zain		Kasapa		Count	%
		Count	%	Count	%	Count	%	Count	%	Count	%		
Q10. To what extent does your knowledge of a brand influence your purchasing decision	It always affects my choice of purchase	29	42.0	2	40.0	4	66.7	11	39.3			46	41.8
	It sometimes affects my choice of purchase	26	37.7	2	40.0	1	16.7	10	35.7	2	100.0	41	37.3
	It rarely affects my choice of purchase	6	8.7	1	20.0	1	16.7	5	17.9			13	11.8
	It does not in any way affect my choice of purchase	8	11.6					2	7.1			10	9.1
Total		69	100.0	5	100.0	6	100.0	28	100.0	2	100.0	110	100.0

Table 11

		Gender				Total	
		Male		Female		Count	Col %
		Count	Col %	Count	Col %		
Q13. What year are you currently in at your university	1st year	15	27.8	15	25.4	30	26.5
	2nd year	7	13.0	6	10.2	13	11.5
	3rd year	8	14.8	4	6.8	12	10.6
	4th year	23	42.6	33	55.9	56	49.6
	No response	1	1.9	1	1.7	2	1.8
Total		54	100.0	59	100.0	113	100.0

Table 12

		Gender				Total	
		Male		Female		Count	%
		Count	%	Count	%		
Do you own a mobile phone	Yes	54	100.0	58	98.3	112	99.1
	No Response			1	1.7	1	0.9
Total		54	100.0	59	100.0	113	100.0

Table 13

		Gender				Total	
		Male		Female		Count	Col %
		Count	Col %	Count	Col %		
Q 17. Mention one company in the telecommunication industry that you know is very involved in philanthropic	MTN	22	40.7	19	32.2	41	36.3
	Tigo	3	5.6	3	5.1	6	5.3
	Vodafone	2	3.7	5	8.5	7	6.2
	Zain	24	44.4	29	49.2	53	46.9
	No Response	3	5.6	3	5.1	6	5.3
Total		54	100.0	59	100.0	113	100.0