

BACHELOR THESIS

# The impact of Corporate Social Responsibility on customer-based Brand Equity

FOCUS ON THE AUTOMOBILE INDUSTRY: COMPANIES OPERATING WORLDWIDE

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# ABSTRACT

English version:

Both Corporate Social Responsibility (CSR) and customer-based Brand Equity (CBBE) have been studied in marketing research. However, we can notice that there not much research that explains the relationship between these two concepts, and especially in detail about the four dimensions of the CBBE. The purpose of this research is to conduct a descriptive and introductive study of the impact of CSR on CBBE by literature review and by empirical research. In our study, the CSR concept includes environmental CSR policy and societal CSR policy. Whereas, CBBE includes four dimensions, as to know: brand awareness, trust and the perceived quality, brand association, and brand loyalty. The focus of this thesis is on the automobile industry. The chosen companies in this industry are the BMW Group and the Toyota Group. We have chosen these two companies as they are both classified as the best companies worldwide in their CSR strategy, and both classified as the best companies in terms of revenue and volume in the automobile industry. For this purpose, quantitative research and qualitative research are being gathered through literature review, a comparative case analysis, and a structured questionnaire. Primary data are being summarized and analyzed from the respondents of the questionnaire, and secondary data are being summarized and analyzed from prior writers and companies' CSR reports.

Italian version:

La responsabilità sociale delle imprese (CSR) e il valore del marchio basato sul cliente (CBBE) sono stati studiati nella ricerca di marketing. Tuttavia, ci sono pochissime ricerche sulla relazione tra questi due concetti nel marketing, e in particolare nei dettagli sulle quattro dimensioni del CBBE. Lo scopo di questa ricerca è condurre uno studio descrittivo e introduttivo dell'impatto del concetto di CSR sul CBBE attraverso la revisione della letteratura e la ricerca empirica. Nel nostro studio, il concetto di CSR include la politica di CSR ambientale e la politica di CSR della società. Considerando che, il CBBE comprende quattro dimensioni, come a sapere: la riconoscibilità del marchio, la fiducia e la qualità percepita, l'associazione del marchio, e la fedeltà al marchio. Il focus di questa tesi è sull'industria automobilistica. Le aziende scelte in questo settore sono il BMW Group e il Toyota Group. Abbiamo scelto queste due società in quanto entrambe sono classificate come le migliori società a livello mondiale nella loro strategia di CSR, e entrambe le società sono classificate come le migliori aziende in termini di fatturato e volume nell'industria automobilistica. A tal fine, la ricerca quantitativa e la ricerca qualitativa vengono raccolte attraverso la revisione della letteratura, un'analisi comparativa dei casi e un questionario

strutturato. I dati primari vengono riepilogati e analizzati dai rispondenti del questionario, e i dati secondari vengono riepilogati e analizzati dai precedenti scrittori e dai rapporti CSR delle aziende.

# ACRONYMS

CSR: Corporate Social Responsibility

CBBE: Customer-Based Brand Equity

ECSR: Environmental Corporate Social Responsibility

SCSR: Societal Corporate Social Responsibility

BE: Brand Equity

BA: Brand Awareness

TPQ: Trust and the Perceived Quality

BA\*: Brand Association

BL: Brand Loyalty

# INTRODUCTION

## Background

Companies can be viewed to prosper at the expense of the society as they can cause social and environmental problems (Kramer, 2011). The problem companies are now facing is their approach to value creation. Some companies prefer to focus on short term performance and neglect the long term performance that determines the long-term success of one company.

CSR has become an important issue either for academic research or for implementing it as a strategic tool in companies (Journal of Business Research, 2011). CSR concerns the duties of companies towards environmental performance, social performance and economic performance (Samuel O. Idowu, René Schmidpeter & Matthias S. Fifka, 2015). Companies become aware of the the importance of CSR initiatives, as they want to build trust and strong brands.

CSR can be viewed as a cost, but many companies implement CSR in their core business as it's source of innovation and competitive advantage (Porter & Kramer, 2006). A lot of studies studies have shown that there is a connection between CSR and BE (The International Journal of Humanities and Social Studies, 2017). But, there are have not been a lot of studies that actually focus on the impact of CSR activities on the four dimensions of the CBBE. According to Aaker (1991), CBBE includes four dimensions, as to know: brand awareness, brand associations, brand loyalty, trust and the perceived quality. Moreover, there have not been any research in that area that focuses on the automobile industry.

## Purpose

This study will be of descriptive and introductive type focusing on the impact of CSR activities on the four dimensions of CBBE, as to know brand awareness, brand association, trust and perceived quality, and brand loyalty as according to Aaker (1991). The aim of this study is to provide insights regarding the link between CSR and CBBE, and especially how CSR activities regarding environment and society have an impact on CBBE.



Even if some research exists on the general level of CSR and some components of CBBE, there needs to be more precise research analyzing the impact of CSR on the four dimensions of the overall CBEE.

## **Significance of the study**

According to the previous studies in the field of CSR, we can notice that there are not so much studies on understanding the effects of different CSR activities whether environmental or societal on the four dimensions of CBBE, and we hope to provide new ideas and facts on how different CSR activities affect CBBE and its four dimensions.

Consumers want companies to reflect their own set of social values and want more than just a low price product (Maignan, Ferrell, & Ferrell, 2005) and (Bhattacharya & Sen, 2004). Consumers are being more and more exigent that companies engage in a behavior that is responsible. Companies are starting to realize the impact of CSR on brand image (Martinez, Perez & del Bosque, 2014).

Furthermore, the CBBE of a company can be source of competitive advantage. Consumers have a good image of your brand, and thus on the long run it affects the sales and profitability of one company. The CBBE includes four dimensions as stated previously, and each dimension, if completed successfully, leads to the final step which is brand loyalty. Brand loyalty is the last step of the CBBE. Taking this into account, the aim of companies should be to focus on their profitability on the long term and not on the short term. More and more managers have identified that infusing CSR as a strategic tool creates competitive advantage for their business (Responsibility and Sustainability: CSR: a strategic tool to achieve corporate objective, by Charles Nwaneri Emezi, 2015).

## **Research objectives**

Below are the main objectives of this study:

- To find out the existing CSR activities initiated by the companies with the best CSR reputation in the automobile industry as to know, BMW and Toyota.
- To establish the extent of customer awareness and customer perception of CSR activities.

- To determine the effect of CSR activities whether environment focus or society focus on brand awareness, trust and the perceived quality, brand association, and brand loyalty, and what is the overall CBBE.

From the help of the literature review and the comparative case analysis, additionally we will explain and summarize the CSR dimensions, and each component of CBBE. This will lead us to formulate the first hypothesis that have their basis on theories.

With the help of a questionnaire, each component of CBBE (brand awareness, trust and the perceived quality, brand association, and brand loyalty) will be analyzed independently. Then, we will analyze the impact of environmental and societal CSR activities on the overall CBBE of the company. This will lead us to confirm our hypothesis thanks to the literature review and to the results of the questionnaire.

## **Research questions**

- What are the existing CSR activities initiated by the companies with the best CSR reputation in the automobile industry, as to know BMW and Toyota?
- Are customers well aware of the companies' initiatives on the environment and the society? And how customers perceive their CSR initiatives?
- Does customers' perception affect their buying decision, and thus affect the CBBE of the company?
- How environmental and societal CSR activities affect brand loyalty / brand awareness / brand association / trust and the perceived quality, and what is the subsequent on the overall customer-based BE of the company?

## **Development of the hypothesis**

Ho: There is no impact of CSR on CBBE

H1: There is an impact of CSR on CBBE

We will look at the variables that leads CSR to CBBE. Variables will be determined thanks to the literature review and to the comparative case analysis. These variables will be put forth in the questionnaire in order to confirm the first results from the literature review and to the comparative case analysis.

## **Delimitations**

This study presents delimitations. First of all, it should be noted that there are several ways to divide CSR. We have decided to focus on two main CSR activities as to know the environment and the society. Thus, we are limiting other activities such as Labor and Human Rights, and the Economy.

Also, the purpose of this study is not to analyze if CSR activities have a positive impact on the financial aspect of the company. We have decided to focus on CBBE and not on the financial aspect of BE. This is important to underline this, because BE concerns both the financial aspect and the customers' perception and satisfaction of CBBE (Mizik, 2014). Our study focuses on the four dimensions of CBEE, that are customer-oriented. We investigate the impact of CSR activities on a CBBE perspective with its four dimensions, as to know: brand awareness, trust and the perceived quality, brand association, and brand loyalty. This makes our study as concrete as possible.

Moreover, our study focuses on one industry, the automobile industry. In the automobile industry, we have chosen the top companies that have been classified with the best CSR reputation, the first ones classified in the rank are BMW and Toyota. These companies are also classified as the best companies in terms of revenue and volume.

Furthermore, this study focuses on one stakeholder group: the consumers. Companies need to manage different stakeholder groups, however, consumers represent the largest stakeholder group. Consumers are directly linked to the possibilities of a company to sells its products, thus it makes it the most important stakeholder group to focus on.

# LITERATURE REVIEW

## CSR

### CSR: a definition

World Business Council for Sustainable Development defines CSR as:

*“The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (Baker, 2008)*

The European Commission defines CSR as:

*“Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and relations with stakeholders” (Zerk, 2006)*

Companies that adopt CSR are transparent with their business practices and activities. Companies adopting CSR have different policies and duties regarding its employees, its products, its environment, and the society as a whole (Harvard business review, 2007).

Nowadays, CSR is a very important topic as it can affect the brand image. We have an example with Nike, where this company got its image damaged because of CSR issues like environment pollution, child labor, etc. Apple is another example, this company got its image damaged because of poor working condition and low wage rate. From a lack of investment in CSR initiatives, these companies finally ended paying much more with public relations activities in order to “save” the brand. This clearly shows that

companies that do not engage in CSR activities for its employees, products, environment, and the society as whole can undermine its reputation.

Today, many companies realize that CSR is linked to brand personality (Rashid Zaman, Bahria University Islamabad Pakistan, 2014). For more and more companies, CSR is viewed as an important marketing tool as it has an effect on consumer behavior. In fact, as Balachandran (2004) explained, consumers try to go for the companies that more socially responsible. In this way, CSR is viewed as a market success determinant. CSR is perceived as a determinant tool because it strengthens companies' brands, and attract new customers as well as retaining customers. CSR is a business strategy that gives benefit to the company as well as to the society if it is infused as a core business strategy.

It is important to understand how social values is closely related to the brand building. CSR policy is a reflection of what the company stands for and that's what consumers are looking for. Consumers are looking for a company to be engaged socially and environmentally. Husted (2003) insists on the fact that it's necessary companies carry out CSR activities in order to implement the brand building towards social values. Moreover, McElhaney (2008) explained that CSR activities help companies to differentiate themselves in the market place and enhance BE. These theories should make companies understand that CSR needs to be infused as a strategic tool in their core business strategy. CSR is a long process and it takes time and effort, it is a policy oriented in the long-term. This long-term plan is what leads companies to gain a competitive advantage on the market and to be profitable on the long-term.

Considering the different definitions of what CSR is, this study will adopt the definition of CSR as when companies try to improve their economic performance thanks to CSR with activities regarding people, communities, and the natural environment. (The international journal of business and management, 2015).

## **CSR: pyramid of CSR (Carroll, 1991)**

CSR is structured around three key pillars: people, planet and profit. These three key pillars represent in themselves a set of responsibilities a company has to have if they want to be successful in their CSR action plan. A successful CSR action plan is meeting social performance, environmental performance and economic performance.

### *Philanthropy responsibilities*

Philanthropy responsibilities concern actions that are targeted for social and charitable causes (Carroll 1991).

### *Ethical responsibilities*

Ethical responsibilities concern actions that are considered as fair and just. These actions are targeted for consumers, employees, shareholders, and the community. These actions depend on the managers' perception of what is right or wrong (Carroll 1991).

### *Legal responsibilities*

Companies can operate in the market as long as they respect the law and regulation. Law and regulation are enacted by the government and by local authorities (Carroll, 1991).

### *Economic responsibilities*

The main objective of any company is to gain profit from the sell of its products and services (Carroll, 1991). Without this objective, no company could survive on the market.

## **CSR: different activities involved**

### *Environmental CSR activities*

Before any company adopts environmental CSR activities, companies must first understand and evaluate the impact of their business operations on the environment. Thus, a company needs to organize the environmental CSR policy according to the impact its products can have on the environment. We will see some examples from the BMW Group and the Toyota Group in the comparative case analysis.

## Societal CSR activities

Before any company adopts societal CSR activities, companies must first understand that their existence and their business operations are only possible thanks to the stability of the society. For this, companies need to acknowledge and face the social issues that the world actually faces. These social issues need to be addressed by the companies in order to help the community and to achieve sustainable development (Sustainable Development Goals from the United Nations in 2015).

Moreover, companies have obligations towards its customers regarding product responsibility. Product safety is part of companies' societal CSR activities. In order to increase the level of trust, companies need to convey information about the safety of their products. Consumers should have no trouble and companies shouldn't receive claims. Product safety is very important as it ensures customers' trust and satisfaction, and thus it increases their brand image. We will see some examples from the BMW Group and the Toyota Group in the comparative case analysis.

## Brand equity

### Brand equity: a definition

***“Brand Equity is the monetary value and strength of the brand. In other words, Brand Equity is the total worth of the brand” (Prana Business Consulting, 2017).***

Brand equity directly affects both consumer behavior and the financial performance of companies. Consumer behavior concerns the CBBE, and this is the focus of our study. CBBE is perceived from the customers because the factors which lead to brand equity are all measured from customer's perception like brand awareness, trust and the perceived quality, brand association, and brand loyalty.

BE is an asset of the company which builds a strong brand among their competitors and can increase a financial value of a brand. BE is the intangible value associated with the brand that can only be measured by the additional price a consumer will pay to buy the brand.

## Customer-based brand equity: four dimensions (Keller's model, 1993)

CBBE can be measured through its four dimensions, as to know: brand awareness, trust and the perceived quality, brand association, and brand loyalty. CBBE resides in the mind of the customer, so companies need to adopt a strong strategy in order to occupy consumers' mind. CBBE is the result of a strong brand, and this is achieved when brand awareness, trust and the perceived quality, brand association, and brand loyalty are at high level. After all, the question for most companies is: how to create a strong brand customer-based brand equity?

### *Brand Awareness*

***“Brand awareness is the set of associations and facts about a brand” (Maciej Koniewski, 2018)***

As Pracji Juneja stated in a Management Study Guide:

“Brand awareness includes both brand recognition as well as brand recall. Brand recognition is the ability of consumer to recognize prior knowledge of brand when they are asked questions about that brand, (...) the consumers can clearly differentiate the brand as having being earlier noticed or heard. While brand recall is the potential of customer to recover a brand from his memory when given the product class/category”.

Brand awareness is the ability the customers have in recalling the name of the company or its logo. For a company to succeed and to attract new customers, it needs to dominate on the market. High level of brand awareness indicates customers are familiar with the brand and this can lead in attracting new customers.



## Trust and Perceived Quality

***“The customer’s perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternatives” (Zeithaml, 1988)***

Perceived quality concerns what the consumers think subjectively of the brand in terms of quality. It has nothing rational, as it’s a subjective opinion. Perceived quality is about what thinks the consumers of the quality of the products and what are the features and services associated with it. More importantly, as Aaker (1991) explained, perceived quality gives a reason to buy for the consumers as it indicates a high value brand. Once this step achieved, it allows companies to charge higher prices at their products and get a higher profit margin that can be reinvested in CSR activities. High perceived quality influences overall CBBE as it brings to consumers’ overall positive perception and satisfaction of brand.

### *Brand association*

***“It’s the primary psychological substrate for the kind of deep, committed, and meaningful relationships that marketers are increasingly seeking to build with their customers” (Sabine, Alexander, Allison, & Michael, 2006).***

Brand associations relates to the reflection the company has on the consumer’s self image. Brand association often has a set of tools such as brand personality that link human characteristics to a brand. Brand association is also known as the consumer-company identification. Strong and unique brand associations influence overall CBBE as it brings to consumers’ overall positive perception and satisfaction of brand.

*“A deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same-brand set purchasing” (Oliver, 1999).*

Brand loyalty means that consumers are committed and also loyal to their brand. Brand loyalty indicates that consumers have the intention to repurchase the product or service. Brand loyalty reflects a long term success. Without brand loyalty, companies fail to develop CBBE.

### **Focus on the automobile industry: variables that lead CSR to CBBE, based on literature review and comparative case analysis**

We will now find out the CSR activities of the two chosen companies in the automobile industry, as to know: BMW and Toyota. We will use the comparative case analysis in order to compare both companies in terms of their quality of environmental and societal CSR initiatives. The data will be summarized and analyzed in the results section of the tables. This information will help us to identify the variables that lead to CBBE, and it will help us in building later on our questionnaire.

## **Comparative case analysis**

As previously explained, in this section we will concentrate on the environmental and societal CSR activities initiated by BMW and Toyota. All the presented data are reported in the latest CSR reports of BMW and Toyota (2017).

Firstly, we will summarize and analyze the quality of environmental CSR initiatives of both companies in a comparative way. For this, two tables will be presented so that we separate the variables. The first table reporting qualitative variables regarding environmental CSR initiatives. The second table reporting quantitative variables regarding environmental CSR activities.

Secondly, we will summarize and analyze the quality of societal CSR initiatives of both companies in a comparative way. For this, one table reporting qualitative and quantitative variables regarding societal CSR initiatives will be presented. Only one table is presented, as societal CSR initiatives are not much quantified in terms of numbers or specific targets to reach at a certain period. We cannot quantify the “welfare” of a society as for environment.

*Table presenting qualitative variables regarding Environmental CSR activities, for BMW and Toyota (CSR reports 2017).*

|                                   |   | BMW  | TOYOTA   |
|-----------------------------------|---|--|--|
| <b>Main objective</b>             | <b>Reduction in CO2 emissions objective</b> | “ <b>Lower emissions</b> from vehicle use with efficiency technologies, solutions for pollutant reduction and electric drivetrains”  | “ <b>Lower emissions</b> from manufacturing, car manufacturing, products and services.”  |
| <b>Specific actions and goals</b> | <b>Electric and plug-in hybrid drive</b>    | <p><b>-Zero local emissions</b></p> <p><b>-Innovative and spacious interior concepts</b></p> <p><b>-Lowers emissions</b> of CO2 and other pollutants <b>over the whole life cycle</b> of their electric vehicles</p> <p><u>Examples:</u></p> <p><b>-Green energy package</b> for their customers in the utilization phase, <b>recycling and reuse of batteries</b>, etc.</p> | <p><b>-Next-generation eco-friendly vehicles with low or zero CO2 emissions</b>, including hybrid vehicles (HVs), plug-in hybrid vehicles (PHVs), electric vehicles (EVs), and fuel cell vehicles (FCVs).</p> <p><b>-Improved the efficiency of conventional engine vehicles.</b></p> <p><u>Examples:</u></p> <p>-In 1997, Toyota launched the Coaster Hybrid EV in Japan, then they launched the <b>Prius</b>, the <b>world’s first mass-produced hybrid passenger vehicle.</b></p> |
| <b>Results</b>                    | <b>CO2 reduction results</b>                | <p><b>-Electric vehicles improved and sales increased</b></p> <p><b>-Range extension</b></p>   | <b>-“Reduction rate in average CO2 emissions from new vehicles globally (Japan, US, Europe, and China).”</b>   |

Table presenting quantitative variables regarding Environmental CSR initiatives, for BMW and Toyota, (CSR reports 2017). **ALL DATA IS REPORTED FROM THE CSR REPORTS 2017**

|                                   |   | BMW  | TOYOTA  |
|-----------------------------------|---|--|---|
| <b>1<sup>st</sup> objective</b>   | <b>Reduction in CO2 emissions objective</b> | <b>“By 2020: reduce at least 50% to the base year 1995”</b>  | <b>“By 2020: reduce at least 39% to the base year 2001”</b>   |
| <b>Specific actions and goals</b> | <b>Electric and plug-in hybrid drive</b>    | <p><b>By 2025: plans to offer 25 electrified models, of which 12 will be purely electric</b></p> <p><u>Examples:</u></p> <p>-2015: expanded their product range step by step with <b>new plug-in hybrid models, reaching 9 by the end of 2017</b></p> <p>-2013: added the <b>fully electric BMW i3</b></p> | <p>In 2016: group conducted Life Cycle Assessment (LCV) for one new model and seven redesigned models</p> <p>In 2017: <b>second-generation Prius PHV launched, the LCV CO2 emissions were reduced by 5%</b> compared with the 2012 model year</p> |
| <b>Results</b>                    | <b>CO2 reduction results</b>                | <b>Between 1995 and 2017: group reduced CO2 emissions in newly-sold vehicles in Europe by around 42%</b>   | <p>In 2017: vehicles’ global cumulative sales exceeded <b>10 million units</b></p> <p><b>Between 2001 and 2016: group reduced CO2 emissions in production activities by 34%</b></p>   |

Table presenting qualitative variables regarding Societal CSR initiatives, for BMW and Toyota, (CSR reports 2017).

|                                 |                  | BMW   | TOYOTA   |
|---------------------------------|------------------|---|--|
| <b>1<sup>st</sup> objective</b> | <b>Education</b> | <b>“Support students on their way from basic through higher education and onward to starting vocational training or embarking on a career.”</b> | <b>“Principle that “<i>Monozukuri</i>” is about “Developing People”. Toyota provides support worldwide to promote the development of the human resources.”</b> |

|  |                                      |  |   |
|--|--------------------------------------|--|---|
| <p><b>Specific actions and goals</b></p> |                                      | <p>2017: Thailand, <b>mechanical engineering training</b> offered and <b>opportunity to start as a technician at the BMW Group.</b></p> <p>2017: Mexico <b>vocational training in technical occupations</b> offered.</p>   | <p>2016: The Group held <b>fuel cell vehicle classes</b> for the upper-grade students of elementary schools in Iwaki City, Fukushima Prefecture.</p>  |
| <p><b>Results</b></p>                    |                                      | <p>Students able to receive a basic education and may be able to work for the BMW Group</p>  | <p>Students are able to receive education</p>   |
| <p><b>2<sup>nd</sup> objective</b></p>   | <p><b>Product responsibility</b></p> | <p><b>Ensure product safety and customer satisfaction.</b></p>   | <p><b>Ensure product safety and customer satisfaction.</b></p>  |
| <p><b>Specific goals and actions</b></p> |                                      | <p>Group equips their vehicles with <b>active and passive safety systems</b>, offer <b>driving safety courses</b> and provide their customers with the necessary <b>product information</b>. The Group also conducts <b>surveys on an annual basis in order to optimize their products and services</b> according to the needs of their customers.</p> | <p><b>-Continuous <i>kaizen</i> (Japanese word meaning improvement) is achieved in business operations.</b></p> <p><b>-Customer feedback is gathered from dealers or customer assistance centers, and sessions held throughout the year to observe and experience the function of the call center “Experience and Learn from Customer Feedback”.</b></p> <p><b>-Toyota has a system whereby each employee takes action to enhance quality in accordance with the Customer First Principle. Final decisions are made with the participation of regional representatives, who are closest to customers, so that feedback from</b></p> |

|                |  |  |   |
|----------------|--|--|---|
|                |  |  | regional customers can be accurately reflected.<br><br>-After-sales services measures are very effective and efficient; regular check-ups, legal checkups, and repair due to breakdown or accidents.  |
| <b>Results</b> |  | The BMW Group <b>complies with their customers' increasing awareness of environmental issues</b><br><br>According to the <b>customer surveys</b> , the BMW Group achieved a <b>positive result for several of their models</b> | “Toyota is taking measures to <b>provide better services in accordance with the concept of the 3S Spriti (Seikaky + Shinesetsu = Shinrai: Accuracy + Caring = Trust)</b> ” so that way they achieve <b>high levels of customer satisfaction regarding vehicle use.</b> “<br><br>“Toyota aims to continue to <b>improve their products so that their customers can drive Toyota cars safely.</b> ” |

Based on literature review and on the information about CSR activities of BMW and Toyota, we will sum up the different variables that lead CSR to customer-based BE. Each variable can be either independent or dependent.

## CSR dimensions and CBBE dimensions: sum up

### *CSR as an independent variable*

CSR is an independent variable as companies are in position to control their initiatives and actions.

*Table summing up the literature review and the comparative case analysis.*

| <b>Independent variables</b>   | <b>Items</b>                            |
|--------------------------------|---|
| <b>(CSR dimensions)</b>        |   |
| <b>Societal CSR activities</b> | - Policy on local community involvement |

|                                     |  |
|-------------------------------------|--|
|                                     | <ul style="list-style-type: none"> <li>- Policy on product safety</li> <li>- Policy on customer service</li> <li>- Policy on product quality</li> </ul>  |
| <b>Environmental CSR activities</b> | <ul style="list-style-type: none"> <li>- Policy on the reduction in CO2 emissions</li> <li>- Policy on the eco-friendly vehicles with low or zero CO2 emissions</li> <li>- Policy on eco-driving programs</li> <li>- Policy on the reduction in resource consumption</li> <li>- Policy on the energy-saving activities</li> <li>- Policy on innovative technologies</li> </ul> |
| <b>Overall CSR activities</b>       | <ul style="list-style-type: none"> <li>- Company that focuses first on the wellbeing and safety of its customers, and more globally to the society and environment</li> </ul>  |

### *Customer-based BE as a dependent variable*

CBBE is a dependent variable since it depends on the companies on how much they are involved into CSR activities.

*Table summing up the literature review and the comparative case analysis.*

| <b>Dependent variables (customer-based BE)</b> | <b>Items</b>  |
|--|---|
| <b>Brand awareness</b>                         | <ul style="list-style-type: none"> <li>- Company that communicates well its CSR activities</li> </ul>   |
| <b>Trust and the Perceived Quality</b>         | <ul style="list-style-type: none"> <li>- Company that delivers good quality products</li> <li>- Company that delivers good customer service</li> <li>- Company that cares about passengers' safety</li> </ul> |
| <b>Brand association</b>                       | <ul style="list-style-type: none"> <li>- Consumers that have a good brand image</li> <li>- Consumers that identity themselves to the brand</li> <li>- Company that is part of a "social group"</li> </ul>     |
| <b>Brand loyalty</b>                           | <ul style="list-style-type: none"> <li>- Makes sense to use this brand</li> <li>- Preference to use this brand</li> </ul>   |
| <b>Overall customer-based BE</b>               | <ul style="list-style-type: none"> <li>- Overall customers' perception and satisfaction of the brand</li> </ul>   |

## CSR in relation to customer-based BE

We can understand from the theoretical framework and from the sum-up that CBBE relies on four variables: brand awareness, trust and the perceived quality, brand association, and brand loyalty. We can also suggest from the literature review, the comparative case analysis, and the sum-up that CSR dimensions either societal or environmental has a positive impact on the four dimensions of CBBE. The BMW Group and the Toyota Group are aware of the importance of CSR activities; we can clearly see from the tables that both companies infused CSR as a strategic tool in gaining competitive advantage.

In order to proceed to the next chapter and build our questionnaire from theoretical framework and assumptions, we can make the following assumptions that will need to be further investigated in the next chapter of this thesis with the help of a questionnaire.

### *CSR has a positive impact on Brand Awareness*

Company that implements a good marketing strategy and communicates effectively its CSR actions can help companies to build a strong brand and thus increase brand awareness in return (Manuel Alonso Dos Santos, 2014); (Swerdlick, 2008); (Falck and Hebllich, 2007)

H1: CSR has a significantly positive impact on brand awareness.

### *CSR has a positive impact on Trust and Perceived Quality*

CSR activities can have an impact on how the customers think of your product in terms of the quality of the products and services (Swaen and Chumpitaz, 2008). Moreover, studies also showed that CSR has a positive impact on trust (Kennedy, Ferrel, & Leclair, 2001; Swaen & Chumpitaz, 2008). Furthermore, consumers want to be associated with companies that share standards and values, and thus are looking for companies socially responsible for its customers (Morgan & Hunt, 1994). Therefore, the pose the following hypothesis:

H3: CSR has a significantly positive impact on trust and perceived quality



### *CSR has a positive impact on Brand Association*

CSR activities can communicate strong and unique associations Hoeffler and Keller (2002). These associations that the consumer has with the company is the brand association (Keller 1993; Keller 2009). Moreover, consumers are orienting themselves for companies that are responsible and that behave according to certain standards (Keller 2009; Parguel 2011). Therefore, the pose the following hypothesis:

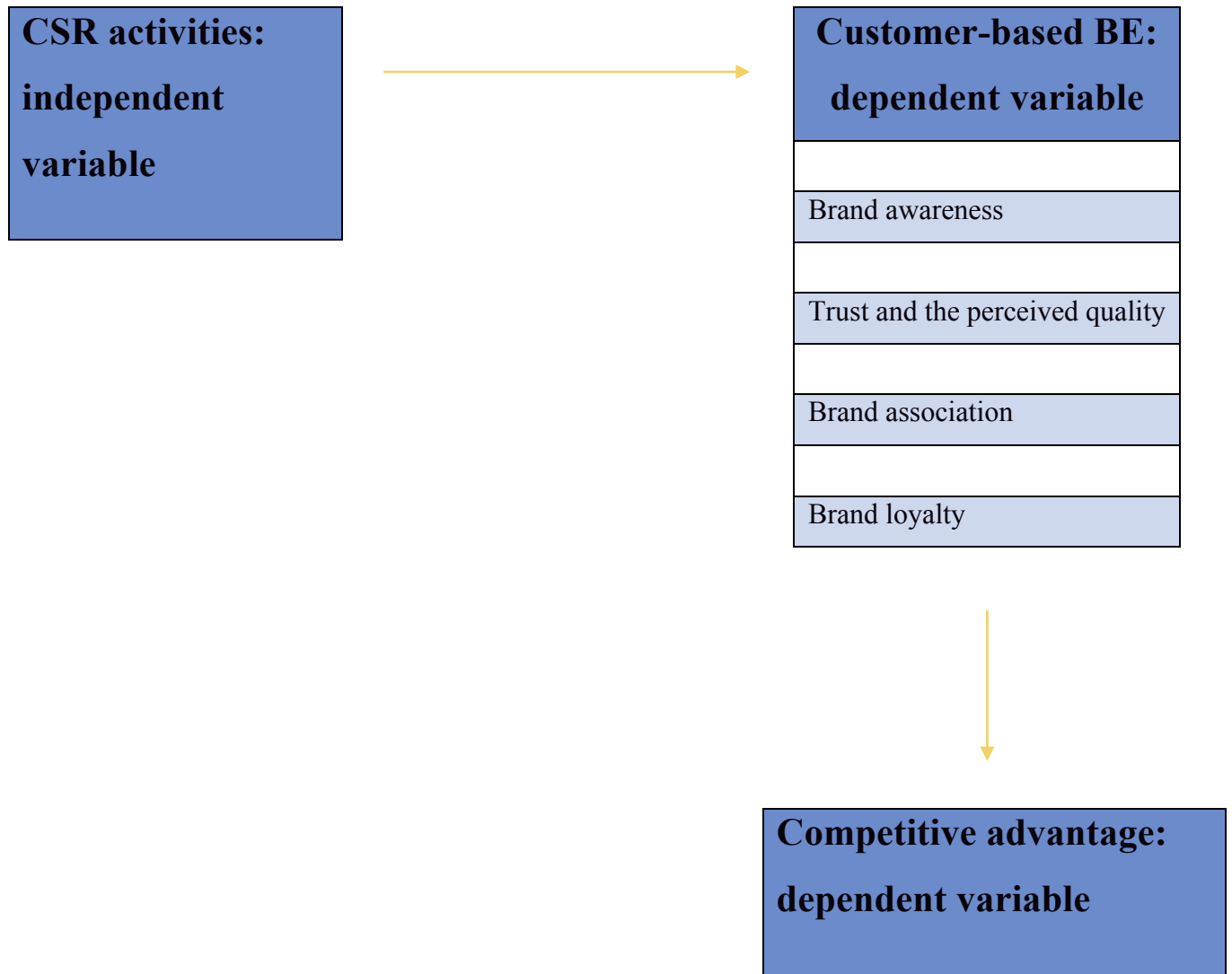
H2: CSR has a significantly positive impact on brand association

### *CSR has a positive impact on Brand Loyalty*

Brand loyalty is the most important aspect of the CBBE. Companies when communicating well on its values and trustworthiness can lead to brand loyalty (Morgan and Hunt, 1994). Moreover, CSR and customer satisfaction are positively related to customer loyalty (Anderson & Mittal. 2000). Therefore, the pose the following hypothesis:

H4: CSR has a significantly positive impact on brand loyalty.

Theoretical framework emerging out of literature review, comparative case analysis, and the sum-up



# RESEARCH METHODOLOGY

## Introduction

As mentioned before, the nature of this thesis is a descriptive and introductive study. The aim of the survey is to provide more insights and to analyze the impact of CSR on the four dimensions of the CBBE, for BMW and Toyota.

## Data collection

On one hand, we have gathered quantitative research with close ended questions. This way, we can gather statistical evidence to verify the hypothesis.

On the other hand, we have also gathered qualitative research with open ended questions in order to understand more into detail and to confirm our hypothesis. In the survey, we had some qualitative research questions such as “Describe your belonging to the Group” for example.

Primary data and secondary data are being used in this study. On one hand, primary data is directly collected from the respondents. This aids in analyzing the empirical aspect of this study. On the other hand, the secondary sources of data were gathered from prior writers’ theories and from CSR reports to develop the theoretical framework of this study. A questionnaire was used for data collection, and it was completely anonymous.

When collecting data, one method of communication was mainly used: the personal interview. As our respondents needed to be either BMW or Toyota car users, we decided it was best to take some days in front of the BMW dealers and Toyota dealers in Bordeaux, France and choose respondents directly there.

## Data analysis

For data to be valuable, we reported the answers of the respondents on the software Sphinx so that it could be analyzed. This software offers analytical tools that generate graphs and statistical tables.

## Population and sample

Data for this study was obtained from BMW's customers or Toyota's customers in Bordeaux, France. The total sample size in this research was 50 (both BMW's customers and Toyota's customers). We used a sample random sampling technique to select 50 individual customers, including 25 of BMW and 25 of Toyota. However, 1 person did answer directly on the Sphinx, so it makes up 26 respondents for Toyota.

From this criteria, two self-administered questionnaires for BMW and Toyota were distributed to 51 people: 25 for BMW and 25 for Toyota. The questionnaire was originally written in English. There was no need to translate the questionnaire in French, because all the respondents understood English language. In case the respondents didn't understand some words, we were there to assist them or directly ask the questions in French.

As the nature of this thesis is a descriptive and introductive study, we provided descriptive statistics on a casual sample which is not representative of the population.

## Validity

In order to achieve the validity of this research, the questions of the questionnaire were based on the theoretical framework and the the sum-up from the comparative case analysis. Also, with the quantitative data from the questionnaire it enables us to have a study based on facts.

## Measurement

Based on the theoretical framework of the studies, the following variables are chosen to measure the impact of CSR on customer-based BE:

- Environmental CSR initiatives
- Societal CSR initiatives
- Overall CSR initiatives
- Degree of Brand Awareness
- Degree of Trust and the Perceived Quality
- Degree of Brand Association
- Degree of Brand Loyalty

- Overall customer-based BE, which is the overall perception and satisfaction of the brand

The questionnaire is aimed at finding out whether the policy of CSR for BMW or Toyota, either environmental or societal, has an impact on the four dimensions of the CBBE. To respect our focus on the automobile industry, we have decided to make two questionnaires, one for BMW and another for Toyota. Both questionnaires have the same questions totaling 25 questions. 6 questions are on demographics as to know the personal information of the respondents. 19 questions are on environmental CSR, societal CSR, overall CSR initiatives, brand awareness, trust and the perceived quality, brand association, brand loyalty, and overall customer-based BE. The questionnaire was composed of two main sections.

In the first part, we outline the demographics, as to know the personal data of respondents.

In the second part, the questions aim at finding out the respondents' opinion on the impact of the concept of CSR on brand awareness, trust and the perceived quality, brand association, brand loyalty, and overall perception and satisfaction of CBBE and CSR of BMW and Toyota brands. To analyze CSR, we have included 5 items, questions inspired from the literature and from the comparative case analysis done in the previous chapter. The CBBE with its four dimensions include 14 items, questions inspired from literature and from the comparative case analysis; of which 1 item for brand awareness; 3 items for the trust and the perceived quality; 3 items for brand association; 3 items for brand loyalty. The relationship between CSR and customer-based BE was composed of 4 items, which reflect the overall customers' perception and satisfaction of the brand.

We used in this questionnaire closed type of questions and open ended questions. Each close-ended was measured on quantitative data with a five-point Likert scale (1 point = strongly disagree; 2 points = disagree; 3 points = neutral; 4 points = agree; 5 points = strongly agree). Each open-ended was measured on qualitative data. At the end, all data was reported on the software Sphinx that provided the analysis from the reported data.

## **Ethics and limitation**

We specified to the respondents that this questionnaire was completely anonymous and that is for only educational purpose.

# DATA ANALYSIS AND INTERPRETATION

## Introduction

In this part of the thesis we will present the results of our experiment. In this chapter, we will test the Hypothesis 1, Hypothesis 2, Hypothesis 3, and Hypothesis 4 exposed in the literature review chapter. We will analyze the most significant questions from the questionnaire. Aside from the analysis done, please refer to the BMW and Toyota questionnaire, in the appendix section of this thesis.

## Reliability

For measuring reliability, in this experiment we used the internal consistency method. This method calculates the Cronbach's alpha, which is calculated with the software Sphinx. If Cronbach's alpha is (Smith & Albaum, 2013):

- $a > 0.9$  it can conclude that questionnaires reliability is very good
- $0.9 > a > 0.8$  it can conclude that questionnaires reliability is good
- $0.8 > a > 0.7$  it can conclude that questionnaires reliability is reasonable
- $0.7 > a > 0.6$  it can conclude that questionnaires reliability is weak
- $a < 0.6$  it can conclude that questionnaires reliability is inadmissible

## Gender distribution of respondents

Concerning BMW car users, amongst the 25 respondents who filled the survey, 100% indicated their gender. Our survey indicates that 14 respondents are male, thus making 56% of total respondents whereas 11 respondents are female, thus making 44% of total respondents.

Concerning Toyota car users, amongst the 26 respondents who filled the survey, 100% indicated their gender. Our survey indicates that 12 respondents are male, thus making 46% of total respondents ( $12 \times 100 / 26$ ) whereas 14 respondents are female, thus making 54% of total respondents ( $14 \times 100 / 26$ ).

## Age distribution of respondents

Concerning BMW car users, we can notice that the largest age group of respondents are in the range of 31-40 years which accounted for 32% of total respondents (8 respondents). The second largest age group was 20-30 years which accounted for 24% of total respondents (6 respondents). The third largest group was 41-50 years which accounted for 20% of total respondents (5 respondents). In addition, the age group 51-60 years accounted for 16% of total respondents (4 respondents). Finally, below 20 years this group accounted for 8% of total respondents (2 respondents).

Concerning Toyota car users, we can notice that the largest age group of respondents to be in the range of 31-40 years which accounted for 35% of total respondents (9 respondents). The second largest age group was 20-30 years which accounted for 31% of total respondents (8 respondents). The third largest group was 41-50 years which accounted for 23% of total respondents (6 respondents). In addition, the age group 51-60 years accounted for 8% of total respondents (2 respondents). Finally, below 20 years this group accounted for 4% of total respondents (1 respondent).

## **Level of education**

Concerning BMW car users, we can notice that most of the respondents possess a Master Degree with a figure of 52% of total response. 8 respondents with a Bachelor Degree represented 32% of total response. Whereas 2 respondents indicated to have a High School Diploma representing 8% of total response.

Concerning Toyota car users, we can notice that most of the respondents possess a Bachelor's degree with a figure of 46% of total response. 10 respondents with a Master's Degree represented 36% of total response. Whereas 3 respondents indicated to have a High School Diploma representing 12% of total response.

## **Socio-economic category**

Concerning BMW car users, we can notice that most of the respondents indicated to belong to the higher managerial, administrative and professional occupations with 40% of the total respondents (10 respondents). Lower managerial, administrative and professional occupations accounted for 28% (7 respondents). Whereas 20% indicated intermediate occupations (5 respondents).

Concerning Toyota car users, we can notice that most of the respondents indicated to belong to the lower managerial, administrative and professional occupations with 37% of the total respondents (9

respondents). Intermediate occupations accounted for 31% (8 respondents). Whereas 27% indicated higher managerial, administrative and professional occupations.

### **Degree of customers' perception of societal CSR activities initiated by the firm**

Concerning BMW car users, 60% of the total respondents indicated that they strongly agree on the implication of the firm on societal CSR activities. Furthermore, 36% of the total respondents indicated that they “feel a bond with the group of societal conscious consumers”, and 32% indicated that they “feel committed to the group of societal conscious consumers”.

Concerning Toyota car users, 39% of the total respondents indicated that they strongly agree on the implication of the firm on societal CSR activities. Furthermore, 46% of the total respondents indicated that they “feel solidarity with the group of societal conscious consumers”, and 35% indicated that they “feel committed to the group of societal conscious consumers”.

We can clearly see from our results that the majority of BMW or Toyota respondents do strongly agree/agree on the implication of the firm on societal CSR activities and feel part of the group of societal conscious consumers.

### **Degree of customers' perception environmental CSR activities initiated by the firm**

Concerning BMW car users, 56% of the total respondents indicated that they strongly agree on the implication of the firm on environmental CSR activities. Furthermore, 36% of the total respondents indicated that they “feel a bond with the group of societal conscious consumers”, and 32% indicated that they “feel committed to the group of environmentally conscious consumers”.

Concerning Toyota car users, 39% of the total respondents indicated that they strongly agree on the implication of the firm on environmental CSR activities. Furthermore, 46% of the total respondents indicated that they “feel solidarity with the group of environmentally conscious consumers”, and 35% indicated that they “feel committed to the group of environmentally conscious consumers”.



We can clearly see from our results that the majority of BMW or Toyota respondents do strongly agree/agree on the implication of the firm on environmental CSR activities and feel part of the group of environmentally conscious consumers.

### **Degree of customers' overall perception of CSR activities initiated by the firm**

Concerning BMW car users, 40% of the total respondents indicated that they strongly agree on the fact that this company tries to improve its economic performance through CSR activities, and another 40% of the total respondents indicated that they agree on the fact that this company tries to improve its economic performance through CSR activities.

Concerning Toyota car users, 46% of the total respondents indicated that they agree on the fact that this company tries to improve its economic performance through CSR activities, and another 35% of the total respondents indicated that they strongly agree on the fact that this company tries to improve its economic performance through CSR activities.

We can clearly see from our results that the majority of BMW or Toyota respondents do strongly agree/agree on the fact that both companies try to improve their economic performance through CSR activities. These results can confirm part of our results from the above sections where customers pay attention to the various initiatives of the companies.

### **Degree of customers' brand awareness**

Hypothesis 1 states that CSR has a significantly positive impact on brand awareness. To test this hypothesis, we needed a good measure of brand awareness with a Likert scale. Our questionnaire included one brand awareness question with four sub-statements where each respondent had to define to which extent they agree with these statements.

Concerning BMW car users, for this first group statements of brand awareness, the highest value with "strongly agree" achieves statement 4 "I can quickly recall the symbol of logo of this company" which accounts for 68% of the total respondents (17 respondents). The next highest value achieves statement 3 "Some characteristics of this brand come to my mind quickly" which accounts for 64% of the total respondents (16 respondents). The next one achieves statement 2 "I can recognize this brand quickly

among other competing brands” which accounts for 52% of the total respondents (13 respondents). Finally, 48% of the total respondents (12 respondents) indicated that they are aware of CSR activities done by the company.

Concerning Toyota car users, for this first group statement of brand awareness, the highest value with “strongly agree” achieves statement 1 “I am aware of CSR activities done by the company” which accounts for 39% of the total respondents (10 respondents). The next highest value achieves statement 2, 3 and 4 “I can recognize this brand quickly among competing brands”; “Some characteristics of this brand come to my mind quickly”; “I can quickly recall the symbol or logo of this company” which accounts for 35% each respectively (9 respondents each).

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the BMW car users is 0.93, which is very good.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the Toyota car users is 0.98, which is very good.

We can clearly see from our results that most of the respondents overly are aware of CSR activities done by both companies. The characteristics of the brand come to the mind of customers quickly either for BMW or Toyota car users.

## **Degree of customers’ trust and the perceived quality**

Hypothesis 2 states that CSR has a significantly positive impact on customers’ trust and the perceived quality. To test this hypothesis, we needed a good measure of TPQ with a Likert scale. Our questionnaire included one TPQ question with four sub-statements where each respondent had to define to which extent they agree with these statements, and two other questions with a Likert scale as well.

Concerning BMW car users, for this first group statement of TPQ, the highest value with “strongly agree” achieves statement 6 “The firm improves its products” which accounts for 72% of the total respondents (18 respondents). The next highest value achieves statement 1 and 2 “The firm sells products that are of high quality”; “The firm sells products that are reliable” which account for 68% of the total respondents each respectively (17 respondents).

Moreover, for the second question of TPQ which is “I find it a firm I can rely on and trust”, 68% of the total respondents (17 respondents) indicated “strongly agree”. Another 32% of the total respondents (8 respondents) indicated “agree”.

Furthermore, for the third question of TPQ which is “I find it is a brand that offers a good value for money”, 64% of the total respondents (16 respondents) indicated “strongly agree”. Another 28% of the total respondents (7 respondents) indicated “agree”.

Concerning Toyota car users, for this first group statement of TPQ, the highest value with “strongly agree” achieves statement 5 “The firm sells its products with excellent customer service” which accounts for 42% of the total respondents (11 respondents).

Moreover, for the second question of TPQ which is “I find it a firm I can rely on and trust”, 56% of the total respondents (14 respondents) indicated “strongly agree”. Another 40% of the total respondents (10 respondents) indicated “agree”.

Furthermore, for the third question of TPQ which is “I find it is a brand that offers a good value for money”, 64% of the total respondents (16 respondents) indicated “strongly agree”. Another 32% of the total respondents (8 respondents) indicated “agree”.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the BMW car users is 0.99, which is very good.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the Toyota car users is 0.96, which is very good.

We can clearly see from our results that most of the respondents do have a very high opinion on trust and perceived quality of the company. For the BMW car users’ respondents, the most predominant answer was “The firm improves its products” followed by “The firm sells products that are of high quality” and “The firm sells products that are reliable”. For the Toyota car users’ respondents, the most predominant answer was “The firm sells its products with excellent customer service” followed by “I find it a firm I can rely in and trust”.

### **Degree of customers’ brand association**

Hypothesis 3 states that CSR has a significantly positive impact on brand association. To test this hypothesis, we needed a good measure of brand association with a Likert scale. Our questionnaire

included one brand association question with three sub-statements where each respondent had to define to which extent they agree with these statements, and two questions with a Likert scale as well.

Concerning BMW car users, for the first question of brand association which is “CSR activities done by companies improves brand image”, 56% of the total respondents (14 respondents) indicated “strongly agree”. Another 32% of the total respondents (8 respondents) indicated “agree”.

Moreover, for the second question of brand association which is “This brand has very unique brand image, compared to competing brands”, 60% of the total respondents (15 respondents) indicated “strongly agree”. Another 36% of the total respondents (9 respondents) indicated “agree”.

Furthermore, the third question of brand association is a group statement. The highest value with “strongly agree” achieves statement 2 “This brand would improve the way I am perceived” which accounts for 48% of the total respondents (12 respondents). The second highest value with “strongly agree” achieves statement 1 and 3 “This brand would help me feel accepted by peer groups”; “This brand would give me social approval” which account for 44% of the total respondents each respectively.

Concerning Toyota car users, for the first question of brand association which is “CSR activities done by companies improves brand image”, 52% of the total respondents (13 respondents) indicated “strongly agree”. Another 40% of the total respondents (10 respondents) indicated “agree”.

Moreover, for the second question of brand association which is “This brand has very unique brand image, compared to competing brands”, 52% of the total respondents (13 respondents) indicated “agree”. Another 36% of the total respondents (9 respondents) indicated “strongly agree”.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the BMW car users is 0.94, which is very good.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the Toyota car users is 0.99, which is very good.

We can clearly see from our results that most of the respondents do strongly agree/agree on the fact that the brand have very unique brand image. We can also notice that most of the respondents do strongly agree on the fact that CSR activities done by companies improves brand image.

## **Degree of customers’ brand loyalty**

Hypothesis 4 states that CSR has a significantly positive impact on brand loyalty. To test this hypothesis, we needed a good measure of brand loyalty with a Likert scale. Our questionnaire included one brand loyalty question with three sub-statements where each respondent had to define to which extent they agree with these statements, and two questions with a Likert scale as well.

Concerning BMW car users, for the first question of brand loyalty which is “I would like to positively speak to surrounding people about this company”, 48% of total respondents indicated “strongly agree” (12 respondents). Another 48% of total respondents indicated “agree” (12 respondents).

Moreover, for the second question of brand loyalty which is “I would like to recommend this company to colleagues or friends who seek my advice”, 52% of total respondents indicated “agree”. Another 44% of total respondents indicated “strongly agree”.

Furthermore, the third question of brand loyalty is a group statement. The highest value with “strongly agree” achieves statement 1 for example “If I have to buy a new car, this brand would be my first choice” which accounts 52% of total respondents.

Concerning Toyota car users, for the first question of brand loyalty which is “I would like to positively speak to surrounding people about this company”, 60% of total respondents indicated “agree” (15 respondents). Another 36% of total respondents indicated “strongly agree” (9 respondents).

Moreover, for the second question of brand loyalty which is “I would like to recommend this company to colleagues or friends who seek my advice”, 60% of total respondents indicated “agree”. Another 36% of total respondents indicated “strongly agree”.

Furthermore, the third question of brand loyalty is a group statement. The highest value with “strongly agree” achieves statement 2 for example “If there is another brand as good as this brand, I prefer to buy this brand” which accounts for 36% of total respondents (9 respondents). As for “agree” this statement achieves 52% of total respondents (13 respondents).

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the BMW car users is 0.99, which is very good.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the Toyota car users is 0.98, which is very good.

We can clearly see from our results that most of the respondents do strongly agree/agree on the fact that they would like to positively speak about the company, and would like to recommend this company to

their environment as well. We can also notice that most of the respondents will likely stay loyal to their company as they indicated to prefer this brand.

## **Degree of customers' overall perception and satisfaction, overall customer-based BE**

As for the overall customer-based BE, we want to measure the overall perception and satisfaction of the customers regarding CSR. Our questionnaire included one question with three sub-statements and another question with four sub-statements, where each respondent had to define to which extent they agree with these statements. Also, two other questions with a Likert scale as well.

Concerning BMW car users, the first question "I do not think about CSR activities of BMW" reveals 44% of total respondents that indicated "strongly disagree". Another 32% of total respondents indicated "disagree".

Moreover, the second question "I choose to purchase BMW cars because of its active engagement in CSR practices" reveals 44% of total respondents that indicated "strongly agree". Another 40% of total respondents indicated "agree".

Furthermore, the third question is a group statement. The highest value achieves statement 3 "Overall, I made the right choice by buying this brand" as it accounts 60% of total respondents that indicated "strongly agree" (15 respondents). The second highest value achieves statement 2 "Overall, I am satisfied with products and services of this company" which accounts 52% of total respondents that indicated "strongly agree" (13 respondents). Finally, statement 3 "Overall, I am satisfied with CSR activities of this firm" accounts for 42% of total respondents (12 respondents) that indicated "strongly agree".

Concerning Toyota car users, the first question "I do not think about CSR activities of BMW" reveals 40% of total respondents that indicated "disagree". Another 32% of total respondents indicated "strongly disagree".

Moreover, the second question "I choose to purchase BMW cars because of its active engagement in CSR practices" reveals 56% of total respondents that indicated "agree". Another 36% of total respondents indicated "strongly agree".

Furthermore, the third question is a group statement. The highest value achieves statement 3 "Overall, I made the right choice by buying this brand" as it accounts 40% of total respondents that indicated "strongly agree" (10 respondents). The second highest value achieves statement 1 and 2 "Overall, I am satisfied with CSR activities of this firm"; "Overall, I am satisfied with products and services of this

company” which accounts 36% of total respondents that indicated “strongly agree” (9 respondents) each respectively.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the BMW car users is 0.92, which is very good.

According to the result of the test, Cronbach’s alpha for this first group of statements concerning the Toyota car users is 0.97, which is very good.

We can clearly see from our results that most of the respondents do strongly/agree on the fact that they choose this brand because of its active engagement in CSR practices. We can also see that most of the respondents do strongly agree that they made the right choice by buying this brand.

# CONCLUSIONS

In conclusion, the aim of this study was to explore if CSR has an impact on CBBE. Our results show a positive impact on the two dimensions of CSR and on the four dimensions of CBEE. Our results also show a positive evaluation of consumer's overall perception and satisfaction of each brand. As we can see from the results, consumers are very well satisfied with the products and services offered as well with the CSR activities of the firm. Our research confirmed that customers globally perceive very well CSR activities and are very well satisfied with the company's actions. Buying a car implies a huge amount of money and customers are actually looking for CSR policy when choosing a company. Our results have shown that consumers prefer to purchase BMW/Toyota cars because of their active engagement in CSR practices. CSR guarantees a certain trust and quality from the products and services offered by the company. Our research show that companies should adopt CSR strategies regarding the products, the environment, and the society as a whole. We can clearly confirm from the results of our questionnaire, that CSR initiatives increase the brand awareness, trust and the perceived quality, brand association, and brand loyalty of both brands.

Therefore, we can confirm the hypothesis formulated in the literature review chapter:

H1: CSR has an impact on CBBE

CSR either societal or environmental has a positive impact on the overall customers' perception and satisfaction of CSR and CBBE.

As our research shows, with CSR it enables companies to be transparent in their business operations towards their customers, society at large, and the environment. By increasing the four dimensions of the CBBE, CSR helps them to succeed in each step of the process of the overall CBBE and thus gain competitive advantage. We can then understand that the outstanding economic performance of BMW and Toyota are due to their CSR policy that is infused as a strategic tool in their core business. They dedicate their resources and efforts in a long-term perspective to build stronger brands. Building strong brands actually helps them in creating a long-term success that is then reflected with competitive advantage.



This study presents some delimitations. The study made is exploratory and thus does the population sample might not be significant. For further advanced research, it's best to choose a large population sample. This thesis is a descriptive and introductive study, so we did not focus on gathering a large sample. Even tough this limitation, this study provided new ideas and facts in the automobile industry.

Our recommendations would be that companies need to insist in CSR communication as the literature review suggested. Engaging in CSR activities is not sufficient in itself, CSR communication needs to be effectively and efficiently communicated so that way it communicates the right image, the right associations, and the right quality.



# APPENDIX

## Questionnaire addressed

Some questions were not reported as they were not significant. .

1. What is your gender? Question analyzed in our study
2. What is your age-bracket? Question analyzed in our study
3. You feel likely...
4. You feel likely...
5. This company tries to improve its economic performance through CSR activities
6. Please define to which extent you agree with the following statements
7. Please define to which extent you agree with the following statements
8. I find it a firm I can rely on and trust
9. I find it is as brand that offers me a good value for money
10. CSR activities done by companies improves brand image
11. The brand has very unique brand image, compared to competing brands
12. I would like to positively speak to surrounding people about this company
13. I would like to recommend this company to colleagues, or friends who seek my advice
14. I choose to purchase BMW/Toyota cars because of its active engagement in CSR practices
15. Please define to which extent you agree with the following statements
16. Which of the following statements would you use to describe your appurtenance to the  
BMW/Toyota group

## BMW questionnaire

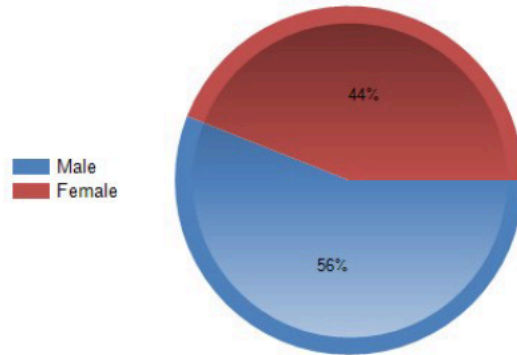
### 1<sup>st</sup> part: demographics

## 1. What is your gender?

|        | Frequencies | % Obs. |
|--------|-------------|--------|
| Male   | 14          | 56%    |
| Female | 11          | 44%    |
| Total  | 25          | 100%   |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modality : Male

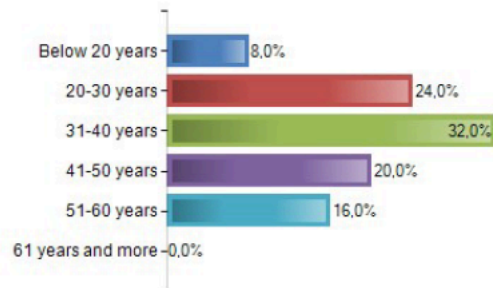


## 2. What is your age-bracket?

|                   | Frequencies | % Obs. |
|-------------------|-------------|--------|
| Below 20 years    | 2           | 8%     |
| 20-30 years       | 6           | 24%    |
| 31-40 years       | 8           | 32%    |
| 41-50 years       | 5           | 20%    |
| 51-60 years       | 4           | 16%    |
| 61 years and more | 0           | 0%     |
| Total             | 25          | 100%   |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : 31-40 years; 20-30 years; 41-50 years

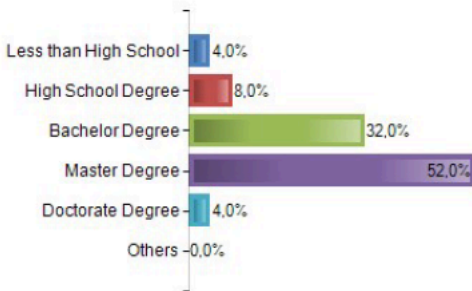


#### 4. What is your level of education?

|                       | Frequencies | % Obs.      |
|-----------------------|-------------|-------------|
| Less than High School | 1           | 4%          |
| High School Degree    | 2           | 8%          |
| Bachelor Degree       | 8           | 32%         |
| Master Degree         | 13          | 52%         |
| Doctorate Degree      | 1           | 4%          |
| Others                | 0           | 0%          |
| <b>Total</b>          | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : Master Degree; Bachelor Degree; High School Degree



## 2<sup>nd</sup> part: CSR dimensions and customer-based BE dimensions.

*Respondents' perception of societal CSR initiatives:*

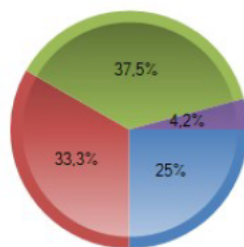
#### 9. You feel likely...

|  | Frequencies | % Resp.     |
|--|-------------|-------------|
| ...solidarity with the group of societal conscious consumers | 6           | 25%         |
| ...committed to the group of societal conscious consumers    | 8           | 33,3%       |
| ...a bond with the group of societal conscious consumers     | 9           | 37,5%       |
| ...not interested by societal initiatives                    | 1           | 4,2%        |
| <b>Total</b>   | <b>24</b>   | <b>100%</b> |

Effective responses : 24  
Response rate : 96%

Non-response(s) : 1  
The most quoted modality : ...a bond with the group of societal conscious consumers

■ ...solidarity with the group...  
■ ...committed to the group...  
■ ...a bond with the group...  
■ ...not interested by societal...



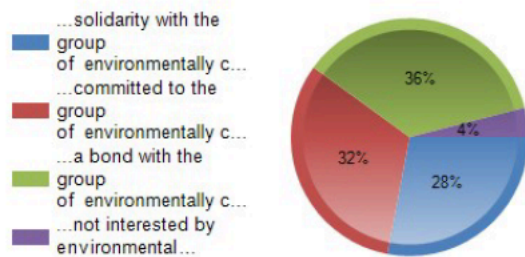
## Respondents' perception of environment CSR initiatives:

### 12. You feel likely...

|   | Frequencies | % Obs.      |
|---|-------------|-------------|
| ...solidarity with the group of environmentally conscious consumers | 7           | 28%         |
| ...committed to the group of environmentally conscious consumers    | 8           | 32%         |
| ...a bond with the group of environmentally conscious consumers     | 9           | 36%         |
| ...not interested by environmental initiatives                      | 1           | 4%          |
| <b>Total</b>  | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modality : ...a bond with the group of environmentally conscious consumers



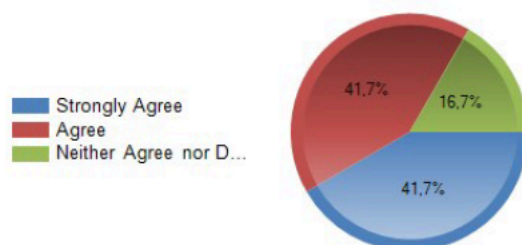
## Overall respondents' perception of CSR initiatives:

### 13. This company tries to improve its economic performance through CSR activities.

|                                   | Frequencies | % Resp.     |
|-----------------------------------|-------------|-------------|
| <b>Strongly Agree</b>             | 10          | 41,7%       |
| <b>Agree</b>                      | 10          | 41,7%       |
| <b>Neither Agree nor Disagree</b> | 4           | 16,7%       |
| <b>Disagree</b>                   | 0           | 0%          |
| <b>Strongly Disagree</b>          | 0           | 0%          |
| <b>Total</b>                      | <b>24</b>   | <b>100%</b> |

Effective responses : 24  
Response rate : 96%

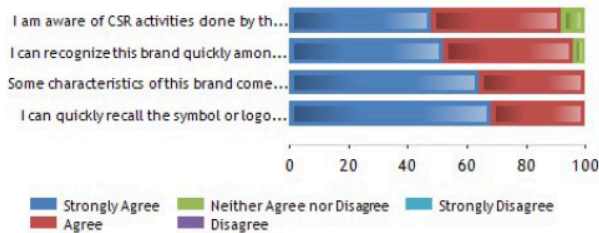
Non-response(s) : 1  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree



### Brand awareness question:

Please define to which extent you agree with the following statements.

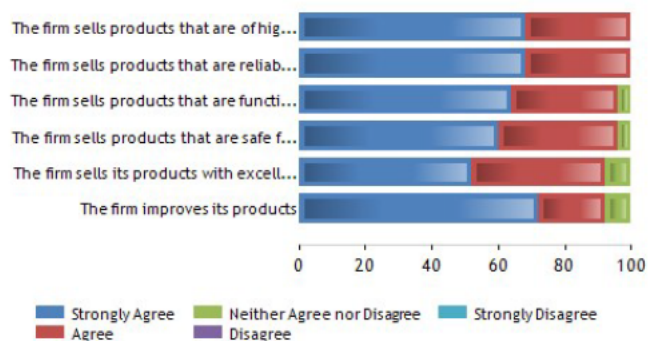
|  | Strongly Agree |            | Agree     |            | Neither Agree nor Disagree |           | Disagree |           | Strongly Disagree |           | Total      |             |
|--|----------------|------------|-----------|------------|----------------------------|-----------|----------|-----------|-------------------|-----------|------------|-------------|
|  | Freq.          | % Obs.     | Freq.     | % Obs.     | Freq.                      | % Obs.    | Freq.    | % Obs.    | Freq.             | % Obs.    | Freq.      | % Obs.      |
| I am aware of CSR activities done by th... | 12             | 48%        | 11        | 44%        | 2                          | 8%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| I can recognize this brand quickly amon... | 13             | 52%        | 11        | 44%        | 1                          | 4%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| Some characteristics of this brand come... | 16             | 64%        | 9         | 36%        | 0                          | 0%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| I can quickly recall the symbol or logo... | 17             | 68%        | 8         | 32%        | 0                          | 0%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| <b>Total</b>                               | <b>58</b>      | <b>58%</b> | <b>39</b> | <b>39%</b> | <b>3</b>                   | <b>3%</b> | <b>0</b> | <b>0%</b> | <b>0</b>          | <b>0%</b> | <b>100</b> | <b>100%</b> |



### Trust and the perceived quality question:

Please define to which extent you agree with the following statements.

|  | Strongly Agree |            | Agree     |            | Neither Agree nor Disagree |           | Disagree |           | Strongly Disagree |           | Total      |             |
|--|----------------|------------|-----------|------------|----------------------------|-----------|----------|-----------|-------------------|-----------|------------|-------------|
|  | Freq.          | % Obs.     | Freq.     | % Obs.     | Freq.                      | % Obs.    | Freq.    | % Obs.    | Freq.             | % Obs.    | Freq.      | % Obs.      |
| The firm sells products that are of hig... | 17             | 68%        | 8         | 32%        | 0                          | 0%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells products that are reliab... | 17             | 68%        | 8         | 32%        | 0                          | 0%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells products that are functi... | 16             | 64%        | 8         | 32%        | 1                          | 4%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells products that are safe f... | 15             | 60%        | 9         | 36%        | 1                          | 4%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells its products with excell... | 13             | 52%        | 10        | 40%        | 2                          | 8%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm improves its products             | 18             | 72%        | 5         | 20%        | 2                          | 8%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| <b>Total</b>                               | <b>96</b>      | <b>64%</b> | <b>48</b> | <b>32%</b> | <b>6</b>                   | <b>4%</b> | <b>0</b> | <b>0%</b> | <b>0</b>          | <b>0%</b> | <b>150</b> | <b>100%</b> |

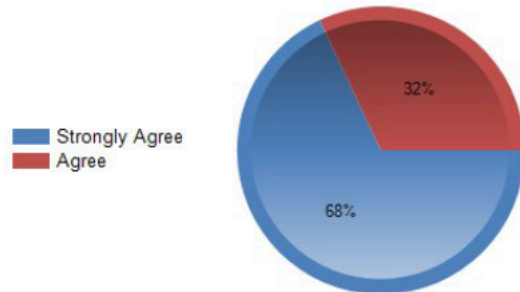


#### 24. I find it a firm I can rely on and trust.

|                            | Frequencies | % Obs.      |
|----------------------------|-------------|-------------|
| Strongly Agree             | 17          | 68%         |
| Agree                      | 8           | 32%         |
| Neither Agree nor Disagree | 0           | 0%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : Strongly Agree; Agree

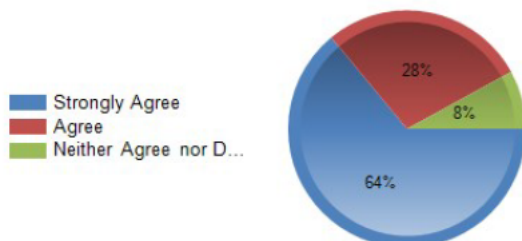


#### 25. I find it is a brand that offers a good value for money.

|                            | Frequencies | % Obs.      |
|----------------------------|-------------|-------------|
| Strongly Agree             | 16          | 64%         |
| Agree                      | 7           | 28%         |
| Neither Agree nor Disagree | 2           | 8%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree



Brand association question:

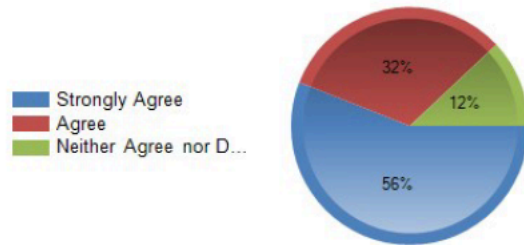


## 26. CSR activities done by companies improves brand image.

|                            | Frequencies | % Obs.      |
|----------------------------|-------------|-------------|
| Strongly Agree             | 14          | 56%         |
| Agree                      | 8           | 32%         |
| Neither Agree nor Disagree | 3           | 12%         |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree

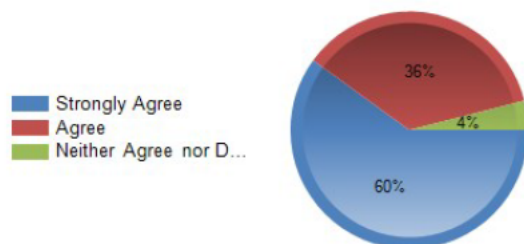


## 27. This brand has very unique brand image, compared to competing brands.

|                            | Frequencies | % Obs.      |
|----------------------------|-------------|-------------|
| Strongly Agree             | 15          | 60%         |
| Agree                      | 9           | 36%         |
| Neither Agree nor Disagree | 1           | 4%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree



Brand loyalty question:

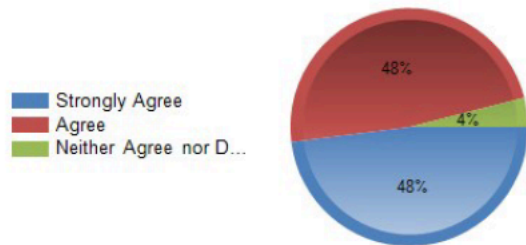
### 31. I would like to positively speak to surrounding people about this company.

|                            | Frequencies | % Obs.      |
|----------------------------|-------------|-------------|
| Strongly Agree             | 12          | 48%         |
| Agree                      | 12          | 48%         |
| Neither Agree nor Disagree | 1           | 4%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0

The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree



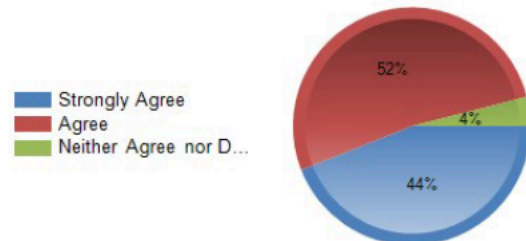
### 32. I would like to recommend this company to colleagues or friends who seek my advice.

|                            | Frequencies | % Obs.      |
|----------------------------|-------------|-------------|
| Strongly Agree             | 11          | 44%         |
| Agree                      | 13          | 52%         |
| Neither Agree nor Disagree | 1           | 4%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0

The most quoted modalities : Agree; Strongly Agree; Neither Agree nor Disagree



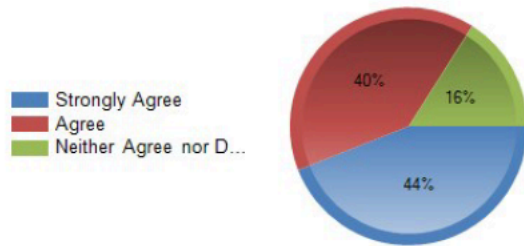
Overall respondents' perception and satisfaction:

**37. I choose to purchase BMW cars because of its active engagement in CSR practices.**

|                            | Frequencies | % Obs.      |
|----------------------------|-------------|-------------|
| Strongly Agree             | 11          | 44%         |
| Agree                      | 10          | 40%         |
| Neither Agree nor Disagree | 4           | 16%         |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree



**Please define to which extent you agree with the following statements.**

|  | Strongly Agree |              | Agree     |              | Neither Agree nor Disagree |           | Disagree |           | Strongly Disagree |           | Total     |             |
|--|----------------|--------------|-----------|--------------|----------------------------|-----------|----------|-----------|-------------------|-----------|-----------|-------------|
|  | Freq.          | % Obs.       | Freq.     | % Obs.       | Freq.                      | % Obs.    | Freq.    | % Obs.    | Freq.             | % Obs.    | Freq.     | % Obs.      |
| Overall, I am satisfied with CSR activi... | 12             | 48%          | 11        | 44%          | 2                          | 8%        | 0        | 0%        | 0                 | 0%        | 25        | 100%        |
| Overall, I am satisfied with products a... | 13             | 52%          | 11        | 44%          | 1                          | 4%        | 0        | 0%        | 0                 | 0%        | 25        | 100%        |
| Overall, I made the right choice by buy... | 15             | 60%          | 10        | 40%          | 0                          | 0%        | 0        | 0%        | 0                 | 0%        | 25        | 100%        |
| <b>Total</b>                               | <b>40</b>      | <b>53,3%</b> | <b>32</b> | <b>42,7%</b> | <b>3</b>                   | <b>4%</b> | <b>0</b> | <b>0%</b> | <b>0</b>          | <b>0%</b> | <b>75</b> | <b>100%</b> |

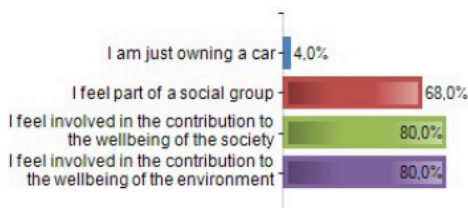


**41. Which of the following statements would you use to describe your appartenance to the BMW Group?**

|   | Frequencies | % Obs. |
|---|-------------|--------|
| I am just owning a car  | 1           | 4%     |
| I feel part of a social group   | 17          | 68%    |
| I feel involved in the contribution to the wellbeing of the society     | 20          | 80%    |
| I feel involved in the contribution to the wellbeing of the environment | 20          | 80%    |
| <b>Total</b>  | <b>25</b>   |        |

Effective responses : 25  
Response rate : 100%

Non-response(s) : 0  
The most quoted modality : I feel involved in the contribution to the wellbeing of the society



# Toyota questionnaire

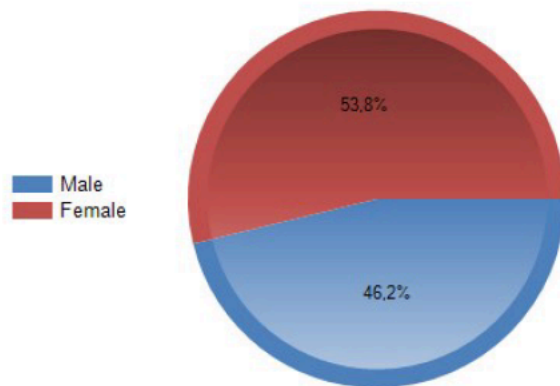
## 1<sup>st</sup> part: demographics

### 1. What is your gender?

|              | Frequencies | % Obs.      |
|--------------|-------------|-------------|
| Male         | 12          | 46,2%       |
| Female       | 14          | 53,8%       |
| <b>Total</b> | <b>26</b>   | <b>100%</b> |

Effective responses : 26  
Response rate : 100%

Non-response(s) : 0  
The most quoted modality : Female

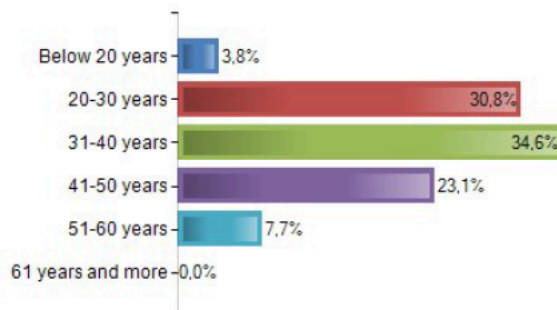


### 2. What is your age-bracket?

|                   | Frequencies | % Obs.      |
|-------------------|-------------|-------------|
| Below 20 years    | 1           | 3,8%        |
| 20-30 years       | 8           | 30,8%       |
| 31-40 years       | 9           | 34,6%       |
| 41-50 years       | 6           | 23,1%       |
| 51-60 years       | 2           | 7,7%        |
| 61 years and more | 0           | 0%          |
| <b>Total</b>      | <b>26</b>   | <b>100%</b> |

Effective responses : 26  
Response rate : 100%

Non-response(s) : 0  
The most quoted modalities : 31-40 years; 20-30 years; 41-50 years



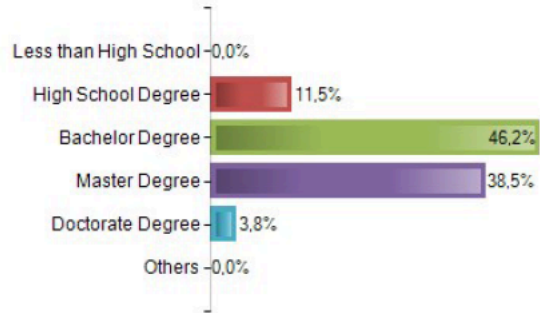
#### 4. What is your level of education?

|                       | Frequencies | % Obs.      |
|-----------------------|-------------|-------------|
| Less than High School | 0           | 0%          |
| High School Degree    | 3           | 11,5%       |
| Bachelor Degree       | 12          | 46,2%       |
| Master Degree         | 10          | 38,5%       |
| Doctorate Degree      | 1           | 3,8%        |
| Others                | 0           | 0%          |
| <b>Total</b>          | <b>26</b>   | <b>100%</b> |

Effective responses : 26  
Response rate : 100%

Non-response(s) : 0

The most quoted modalities : Bachelor Degree; Master Degree; High School Degree



## 2<sup>nd</sup> part: CSR dimensions and customer-based BE dimensions.

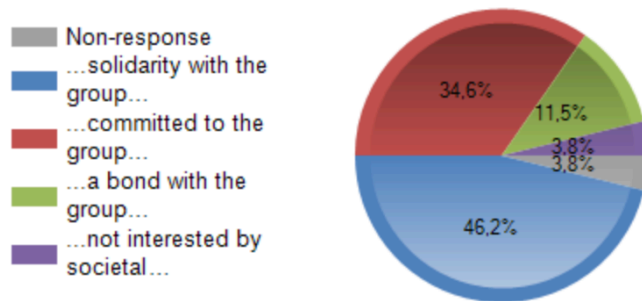
*Perception of respondents' perception of societal CSR initiatives:*

## 44 - You feel likely...

|   | Frequencies | % Obs.      |
|---|-------------|-------------|
| <b>Non-response</b>   | 1           | 3,8%        |
| <b>...solidarity with the group of societal conscious consumers</b> | 12          | 46,2%       |
| <b>...committed to the group of societal conscious consumers</b>    | 9           | 34,6%       |
| <b>...a bond with the group of societal conscious consumers</b>     | 3           | 11,5%       |
| <b>...not interested by societal initiatives</b>                    | 1           | 3,8%        |
| <b>Total</b>  | <b>26</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modality : ...solidarity with the group of societal conscious consumers



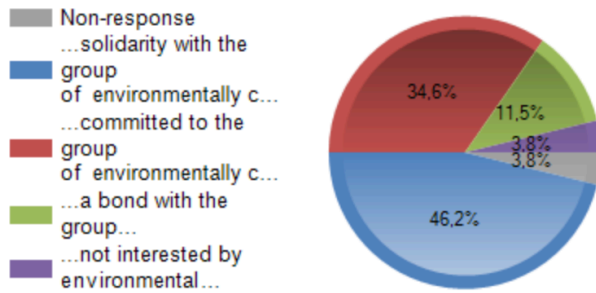
*Perception of respondents' perception of environmental CSR initiatives:*

## 47 - You feel likely...

|  | Frequencies | % Obs.      |
|--|-------------|-------------|
| <b>Non-response</b>  | 1           | 3,8%        |
| <b>...solidarity with the group of environmentally conscious consumers</b> | 12          | 46,2%       |
| <b>...committed to the group of environmentally conscious consumers</b>    | 9           | 34,6%       |
| <b>...a bond with the group of societal conscious consumers</b>            | 3           | 11,5%       |
| <b>...not interested by environmental initiatives</b>                      | 1           | 3,8%        |
| <b>Total</b>   | <b>26</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modality : ...solidarity with the group of environmentally conscious consumers



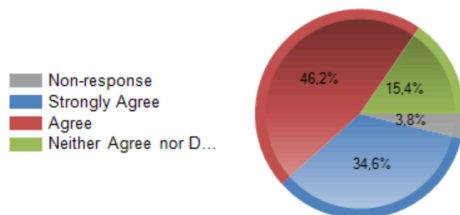
Overall respondents' perception of CSR initiatives:

## 48 - This company tries to improve its economic performance through CSR activ...

|                                   | Frequencies | % Obs.      |
|-----------------------------------|-------------|-------------|
| <b>Non-response</b>               | 1           | 3,8%        |
| <b>Strongly Agree</b>             | 9           | 34,6%       |
| <b>Agree</b>                      | 12          | 46,2%       |
| <b>Neither Agree nor Disagree</b> | 4           | 15,4%       |
| <b>Disagree</b>                   | 0           | 0%          |
| <b>Strongly Disagree</b>          | 0           | 0%          |
| <b>Total</b>                      | <b>26</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

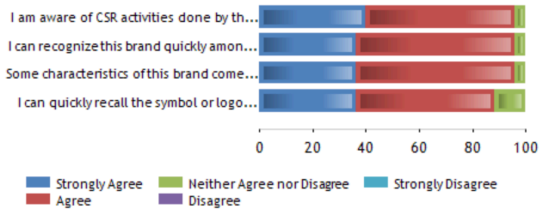
Non-response(s) : 1  
The most quoted modalities : Agree; Strongly Agree; Neither Agree nor Disagree



Brand awareness:

**Please define to which extent you agree with the following statements.**

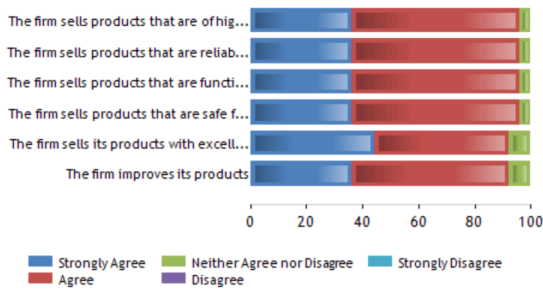
|  | Strongly Agree |            | Agree     |            | Neither Agree nor Disagree |           | Disagree |           | Strongly Disagree |           | Total      |             |
|--|----------------|------------|-----------|------------|----------------------------|-----------|----------|-----------|-------------------|-----------|------------|-------------|
|  | Freq.          | % Resp.    | Freq.     | % Resp.    | Freq.                      | % Resp.   | Freq.    | % Resp.   | Freq.             | % Resp.   | Freq.      | % Resp.     |
| I am aware of CSR activities done by th... | 10             | 40%        | 14        | 56%        | 1                          | 4%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| I can recognize this brand quickly amon... | 9              | 36%        | 15        | 60%        | 1                          | 4%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| Some characteristics of this brand come... | 9              | 36%        | 15        | 60%        | 1                          | 4%        | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| I can quickly recall the symbol or logo... | 9              | 36%        | 13        | 52%        | 3                          | 12%       | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| <b>Total</b>                               | <b>37</b>      | <b>37%</b> | <b>57</b> | <b>57%</b> | <b>6</b>                   | <b>6%</b> | <b>0</b> | <b>0%</b> | <b>0</b>          | <b>0%</b> | <b>100</b> | <b>100%</b> |



*Trust and the perceived quality:*

**Please define to which extent you agree with the following statements**

|  | Strongly Agree |              | Agree     |              | Neither Agree nor Disagree |             | Disagree |           | Strongly Disagree |           | Total      |             |
|--|----------------|--------------|-----------|--------------|----------------------------|-------------|----------|-----------|-------------------|-----------|------------|-------------|
|  | Freq.          | % Resp.      | Freq.     | % Resp.      | Freq.                      | % Resp.     | Freq.    | % Resp.   | Freq.             | % Resp.   | Freq.      | % Resp.     |
| The firm sells products that are of hig... | 9              | 36%          | 15        | 60%          | 1                          | 4%          | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells products that are reliab... | 9              | 36%          | 15        | 60%          | 1                          | 4%          | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells products that are functi... | 9              | 36%          | 15        | 60%          | 1                          | 4%          | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells products that are safe f... | 9              | 36%          | 15        | 60%          | 1                          | 4%          | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm sells its products with excell... | 11             | 44%          | 12        | 48%          | 2                          | 8%          | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| The firm improves its products             | 9              | 36%          | 14        | 56%          | 2                          | 8%          | 0        | 0%        | 0                 | 0%        | 25         | 100%        |
| <b>Total</b>                               | <b>56</b>      | <b>37,3%</b> | <b>86</b> | <b>57,3%</b> | <b>8</b>                   | <b>5,3%</b> | <b>0</b> | <b>0%</b> | <b>0</b>          | <b>0%</b> | <b>150</b> | <b>100%</b> |



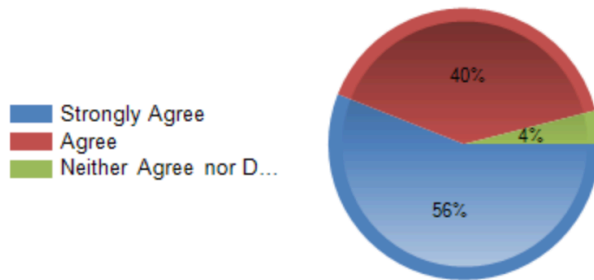


## 59 - I find it a firm I can rely on and trust.

|                            | Frequencies | % Resp.     |
|----------------------------|-------------|-------------|
| Strongly Agree             | 14          | 56%         |
| Agree                      | 10          | 40%         |
| Neither Agree nor Disagree | 1           | 4%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree

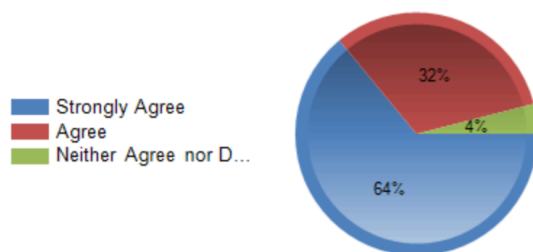


## 60 - I find it is a brand that offers a good value for money.

|                            | Frequencies | % Resp.     |
|----------------------------|-------------|-------------|
| Strongly Agree             | 16          | 64%         |
| Agree                      | 8           | 32%         |
| Neither Agree nor Disagree | 1           | 4%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree



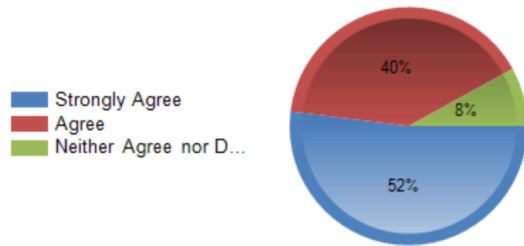
*Brand association:*

## 61 - CSR activities done by companies improves brand image.

|                            | Frequencies | % Resp.     |
|----------------------------|-------------|-------------|
| Strongly Agree             | 13          | 52%         |
| Agree                      | 10          | 40%         |
| Neither Agree nor Disagree | 2           | 8%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modalities : Strongly Agree; Agree; Neither Agree nor Disagree

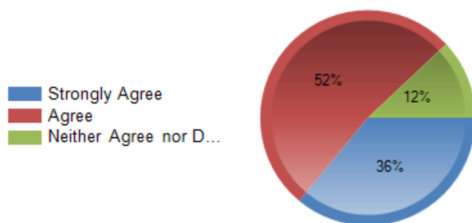


## 62 - This brand has very unique brand image, compared to competing brands.

|                            | Frequencies | % Resp.     |
|----------------------------|-------------|-------------|
| Strongly Agree             | 9           | 36%         |
| Agree                      | 13          | 52%         |
| Neither Agree nor Disagree | 3           | 12%         |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modalities : Agree; Strongly Agree; Neither Agree nor Disagree



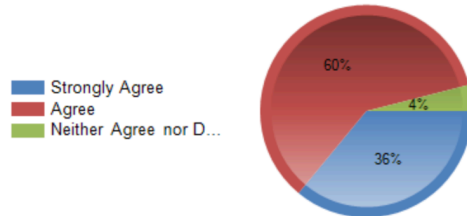
Brand loyalty:

## 66 - I would like to positively speak to surrounding people about this company.

|                            | Frequencies | % Resp.     |
|----------------------------|-------------|-------------|
| Strongly Agree             | 9           | 36%         |
| Agree                      | 15          | 60%         |
| Neither Agree nor Disagree | 1           | 4%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modalities : Agree; Strongly Agree; Neither Agree nor Disagree

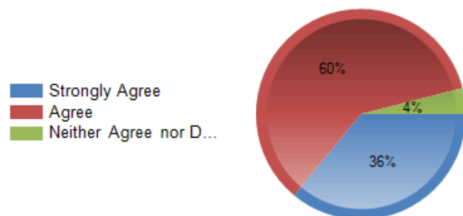


## 67 - I would like to recommend this company to colleagues or friends who seek...

|                            | Frequencies | % Resp.     |
|----------------------------|-------------|-------------|
| Strongly Agree             | 9           | 36%         |
| Agree                      | 15          | 60%         |
| Neither Agree nor Disagree | 1           | 4%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modalities : Agree; Strongly Agree; Neither Agree nor Disagree



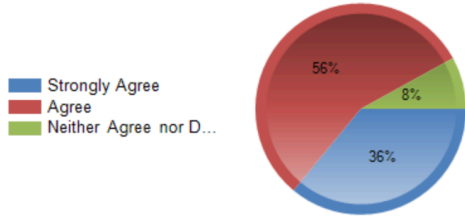
Overall respondents' perception and satisfaction:

## 72 - I choose to purchase Toyota cars because of its active engagement in CSR...

|                            | Frequencies | % Resp.     |
|----------------------------|-------------|-------------|
| Strongly Agree             | 9           | 36%         |
| Agree                      | 14          | 56%         |
| Neither Agree nor Disagree | 2           | 8%          |
| Disagree                   | 0           | 0%          |
| Strongly Disagree          | 0           | 0%          |
| <b>Total</b>               | <b>25</b>   | <b>100%</b> |

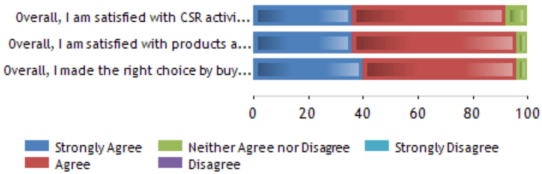
Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modalities : Agree; Strongly Agree; Neither Agree nor Disagree



### Please define to which extent you agree with the following statements.

|  | Strongly Agree |              | Agree     |              | Neither Agree nor Disagree |             | Disagree |           | Strongly Disagree |           | Total     |             |
|--|----------------|--------------|-----------|--------------|----------------------------|-------------|----------|-----------|-------------------|-----------|-----------|-------------|
|  | Freq.          | % Resp.      | Freq.     | % Resp.      | Freq.                      | % Resp.     | Freq.    | % Resp.   | Freq.             | % Resp.   | Freq.     | % Resp.     |
| Overall, I am satisfied with CSR activi... | 9              | 36%          | 14        | 56%          | 2                          | 8%          | 0        | 0%        | 0                 | 0%        | 25        | 100%        |
| Overall, I am satisfied with products a... | 9              | 36%          | 15        | 60%          | 1                          | 4%          | 0        | 0%        | 0                 | 0%        | 25        | 100%        |
| Overall, I made the right choice by buy... | 10             | 40%          | 14        | 56%          | 1                          | 4%          | 0        | 0%        | 0                 | 0%        | 25        | 100%        |
| <b>Total</b>                               | <b>28</b>      | <b>37,3%</b> | <b>43</b> | <b>57,3%</b> | <b>4</b>                   | <b>5,3%</b> | <b>0</b> | <b>0%</b> | <b>0</b>          | <b>0%</b> | <b>75</b> | <b>100%</b> |

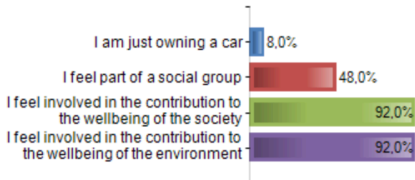


## 76 - Which of the following statements would you use to describe your apparte...

|   | Frequencies | % Resp. |
|---|-------------|---------|
| I am just owning a car  | 2           | 8%      |
| I feel part of a social group   | 12          | 48%     |
| I feel involved in the contribution to the wellbeing of the society     | 23          | 92%     |
| I feel involved in the contribution to the wellbeing of the environment | 23          | 92%     |
| <b>Total</b>  | <b>25</b>   |         |

Effective responses : 25  
Response rate : 96,2%

Non-response(s) : 1  
The most quoted modality : I feel involved in the contribution to the wellbeing of the society



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