The impact of societal marketing programs on customer attitudes toward corporate image in Thailand

A Dissertation submitted by

Apisit Chattananon

B. Sc. Pharm. (Hons.), M.P.P.M

In partial fulfillment of the award of

Doctor of Business Administration,

Faculty of Business, University of Southern Queensland

2003

Abstract

Corporations in the twenty-first century are increasingly concerned about managing societal issues in marketing to benefit key stakeholder interests, particularly customer groups. A number of industry surveys attest to the positive effects of societal marketing and its related concepts on consumer attitudes and behaviour throughout various countries. However, a scarcity of empirical research in this field still exists, especially in Thailand. Thus, this thesis addresses gaps in the literature by investigating the research problem:

'How does a societal marketing program influence the attitudes of Thai consumers in relation to corporate image?'

Specific objectives this research program addresses are to:

- develop a Thai model for societal marketing's impact on consumer's attitudes toward a corporate image;
- gain better understanding of demographic factors, such as gender, age, educational level, income level and marital status, that also influence consumer attitudes toward corporate image; and
- test the Thai model of societal marketing's impact on corporate image with data gathered using the Brand's Educational Summer Camp program on customer attitudes toward the image of Cerebos.

The methodology used in this research comprises three distinct stages, firstly a review of existing literature, secondly exploratory studies consisting of in-depth interviews and focus groups and finally, a descriptive survey of the customers of Cerebos (Thailand) Limited which implemented the societal marketing program, namely Brand's Educational Summer Camp program.

Following a review of related literature on societal marketing, corporate image and their related forms, three key gaps were identified. Firstly, that the extant literature empirically describing the impact of societal marketing on consumer attitudes regarding corporate image in the Thai context was relatively limited, with most of the existing explanatory models or theories lacking the empirical testing necessary to support them. Secondly, it was possible to distinguish a lack of studies conducted on demographic influences regarding corporate image. Finally, as most previous empirical studies in this field were initiated in the United States, there existed a lack of studies from different countries, particularly from Thailand.

Based on results from the review of literature, three in-depth interviews and four focus groups were conducted to further identify and refine the model of the impact of societal marketing programs on customer attitudes regarding corporate image for the Thai context.

The final and main stage of this thesis was a mail survey, completed by 1,153 Cerebos' customers achieving a 38.4 percent response rate. The data was analyzed by SPSS and LISREL using structural equation modeling, which measured the strengths of the variables and tested the structure of the model. A two-step approach was then applied to simplify analysis of the complete model.

In summary, the *findings* of this research indicate that in the research context of Thailand, a societal marketing program and corporate marketing communications can create positive customer attitudes toward corporate image. Two specific demographic characteristics of respondents, educational level and marital status, show particular and significant impact on attitudes toward corporate image. Additionally, both feeling and belief components serve as important determinants of attitude toward corporate image, with a belief component indicating more important a role than a feeling component, for attitude formation in the Thai context.

The theoretical implications of this research empirically support the theory that societal marketing has a positive effect on Thai consumers' attitudes toward corporate image. Additionally, that a Thai model of societal marketing's impact on customer's attitudes in relation to corporate image has been developed. Moreover, that the use of a multidisciplinary research approach and structural equation modeling in the research of societal marketing impact on corporate image, can now be supported.

The practical implications of this research promote the provision of better information that will ensure corporate marketers application of societal marketing in order to differentiate themselves from competitors. Also, such results can be used as input to government policy makers to encourage the use of societal marketing programs by business enterprises to both benefit key stakeholder interests and establish alliances with non-profit organizations to engender the promotion of their social activities and concerns.

In conclusion, future research was identified in three areas namely, delimitations of scope, then, a further testing and validation of scales and the model developed and finally, the continued improvement and refinement of the methodology used. Ultimately, future investigations should be extended to different societal marketing programs and strategies across different industries in the Thai context.

UNIVERSITY OF SOUTHERN QUEENSLAND
FACULTY OF BUSINESS

Information Required from CANDIDATE When Dissertation Submitted for Examination (Candidates: Please Complete and submit this form to the Research Administration Officer (Faculty of Business) when lodging dissertation for examination.)

DEGREE Doctor of Business Administration COURSE CODE DBAD

CANDIDATE'S

FULL NAME Mr. Chattananon Apisit

(Title) (Surname) (Given Names)

STUDENT NUMBER 0039832535

CANDIDATE'S ADDRESS (for contact for following six months)

48/60 Praram 9 (43), Praram 9 Rd.,

Suanlung, Bangkok, 10250

Thailand

PRINCIPAL

SUPERVISOR Dr Meredith Lawley Faculty of Business

(Title) (Initials) (Surname) (Department/Faculty)

ASSOCIATE

SUPERVISOR (S) Dr Jane Summers Faculty of Business

(Title) (Initials) (Surname) (Department/Faculty)

DISSERTATION TITLE

The impact of societal marketing programs on customer attitudes toward corporate image in Thailand

DATE DISSERTATION SUBMITTED September 6, 2003

NUMBER OF COPIES 4 PERM/TEMP BOUND

Is this a RESUBMITTED dissertation: YES ☐ NO ☒

Is candidate a USQ staff member? YES ☐ NO ☒

____
Candidate's Signature

CERTIFICATION OF DISSERTATION

I certify that the ideas, results, analysis and conclusions reported in this dissertation are entirely my own effort, except where otherwise acknowledged. I also certify that this work is original and has not been previously submitted for any other award.

________________________________ _______________

Signature of Candidate Date

ENDORSEMENT

________________________________ _______________

Signature of Supervisor Date

________________________________ _______________

Signature of Supervisor Date

Acknowledgements

This thesis has benefited from the input of many people and I am very grateful for their contributions. I especially appreciate the support of my supervisor, Dr. Meredith Lawley, for her guidance, detailed attention and insightful comments and who, despite many other commitments, has always been available for discussion and assistance. Additionally, Dr. Jane Summers for her valuable support and input into this thesis.

My thanks must go to the management of Cerebos (Thailand) Limited whose offers of assistance, such as providing customer's database name list and in-depth interviews, has been very much appreciated. I also thank my colleagues in the Professional Relations department of Diethelm & Co., Ltd. for their assistance throughout the project. Special thanks must also go to Mr. Numchai Supparerkchaisakul for his advice with data analysis and Ms Janelle McPhail for her contribution in the nascent stage of the project.

Finally, I wish to acknowledge the interest and support shown by my family and especially my mother. They have all been full of patience and understanding throughout this project. I am extremely grateful for their love and support.

Table of Contents

LIST OF FIGURES

LIST OF TABLES

1 INTRODUCTION

1.1 Background of this research

Organizations in the twenty-first century are increasingly concerned about managing societal issues in marketing to benefit key stakeholder interests (Marsden 2000; McAlister & Ferrell 2002; Vidaver-Cohen & Altman 2000). According to the Chicago-based International Event Group, societal marketing by companies in the United States increased turnover 504 percent from 1990, to an estimated $630 million in 1999 (Cone 1999). In a recent examination of corporate associations and their influence on consumers, consumers' perceptions of corporate social responsibility have been shown to influence consumers' beliefs about attitudes toward new products manufactured by a company (Brown & Dacin 1997; Madrigal 2000), particularly when committing to a purchase (Barone, Miyazaki & Taylor 2000; Bennett & Gabriel 2000; Berger, Cunningham & Koziets 1999; Bronn & Vrionic 2001; Davis 1994; Creyer & Ross 1997; Goldberg 1999; Sen & Bhattacharya 2001; Webb & Mohr 1998). The corporate charity image can exert powerful influence on customer attitudes and behaviour (Barone, Miyazaki & Taylor 2000; Bennett & Gabriel 2000; Brown & Dacin 1997; Ellen, Mohr & Webb 2000). As attitudes, under some circumstances, guide behaviour (Fazio 1990; Fazio & Zanna 1981), the measurement of attitudes is central to many marketing situations and is often used as the basis for evaluating the effectiveness of a marketing campaign. In addition, the assumed relationship between attitudes and behaviour helps in the prediction of product acceptance and the development of marketing programs (Kinnear & Taylor 1996).

The societal marketing concept calls on marketers to fulfill the needs of the target audience in ways that enhance the well-being of consumers and society as a whole, while fulfilling the objectives of the organization (Kotler 2000; Bednall & Kanuk 1997). The societal marketing concept can approach a wide range of social problems in health, crime, the environment and social welfare (Andreasen 1995) and emphasizes the benefits to three parties: the consumer, the company and society. A growing number of industry surveys attest to the positive effects of societal marketing and its related impact on consumer attitudes and behaviour throughout various countries (for example Business in the community 1997, 1998; Cone Inc. 2000; Cone/Roper communications 1994, 1999; Cavill + Co 1997 a, 1997 b; Jayne 2001).

One example of the societal marketing concept is cause-related marketing, whereby a firm offers to contribute a specific amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives (Andreasen 1996; Varadarajan & Menon 1988). It is then, a version of the societal marketing concept (Kotler 2000) and requires the linking of a company's product or service to a relevant social cause for their mutual benefit (Pringle & Thompson 1999). A number of companies have employed cause-related marketing and it is one major factor in their success (Balabanis, Hugh & Lyall 1998; Embley 1993; Kotler 2000; Varadarajan & Menon 1988). This concept involves both the emotional and rational engagement of consumers (Sue 1999). Therefore, implementation of societal marketing and related concepts is considered to create advantages for a company (Andreasen 1996; Blum 2001; Grönroos 2000; Kotler 2000; Meyer 1999; Porter & Kramer 2002; Pringle & Thompson 1999).

In Thailand, one successful societal marketing program has been the Brand's Educational Summer Camp program, which provides free tutoring for the national university entrance examination for senior high-school students. Many students have benefited due to the active participation of Thailand's finest tutors as lecturers in these events. It has attracted about 240,000 students since 1989. The project has been very successful in that it has received many awards, such as the Asian Management Award from the Asian Institute of Management in 1995, Best Marketing Campaign from the Thailand Management Association in 1995 and the Outstanding Public Relations Campaign 'Sang Ngern' from the Public Relations

Association of Thailand. It is supported by Cerebos (Thailand) Limited as shown the details in appendix 1.1

Cerebos (Thailand) Limited, the manufacturer of Brand's® range of all-natural health food supplements, is dedicated in their efforts towards improving the general state of health and mind, of Thai nationals through societal marketing projects. The company has accumulated expenditures through this project of more than 100 million Baht (about 4 million Australian dollars). This societal marketing project is counted as one major factor in Brand's® success (Leelayouthayotin, L 2001, Pers. Comm., October 20). Brand's Essence of Chicken has about 90 percent market share in the essence of chicken market. The total Thailand market for essence of chicken in 1998 was approximately 1,000 million Baht (about 40 million Australian dollars). There are few companies implementing such concepts that have achieved sales and profit goals to the extent that Cerebos (Thailand) Limited has. The company has, to date, not conducted any research on customer attitudes toward themselves or their product after implementing the program.

Despite the tremendous growth of practices in societal marketing and related concepts, a scarcity of empirical research in this field still exists (Berger, Cunningham & Koziets 1999; Maignan & Frerrel 2001; Ross & Patterson 1992), particularly in Thailand. Specifically, questions have been raised with respect to the impact of societal marketing on consumer attitudes relating to corporate image, product image and purchase intention or brand choice. Hence, there is a gap in the literature surrounding the impact of societal marketing and in particular, the issue has not been empirically investigated in Thailand.

1.2 Research problem and objectives

The research problem addressed in this thesis is:

'How does a societal marketing program influence the attitudes of Thai

consumers in relation to corporate image?'

Since the research problem has not previously been investigated in Thailand, the research design began with a literature review (chapter 2) and exploratory studies of Thai practices (chapter 3) from which an exploratory model was developed (section 3.5) and tested (chapter 5). To investigate the research problem, the specific objectives this research project was designed to address were to:

- develop a Thai model for societal marketing's impact on consumer's attitudes toward a corporate image,
- gain better understanding of demographic factors, such as gender, age, educational level, income level and marital status, that also influence consumer attitudes toward corporate image, and
- test the Thai model of societal marketing's impact on corporate image with data gathered using the Brand's Educational Summer Camp program on customer attitudes toward the image of Cerebos.

The research model incorporated aspects of societal marketing theory and corporate image management theory to predict the impact of societal marketing on consumer's attitudes toward corporate image in the Thai context. The model also considered characteristics that may be specific to Thailand and covered gaps in the previous literature.

Several hypotheses were developed in section 2.5 to assisting in answering the research problem. The concepts hypothesized to predict the impact of societal marketing impacting on consumer's attitudes toward a corporate image for the Thai context were societal marketing program identity, corporate marketing communications and demographic factors. The hypotheses are summarized in table 1.1.

Table 1.1: A summary of hypotheses for this study

Concept	No.	Hypothesis
Societal marketing program identity	**H1**	Consumers will have a positive attitude toward a corporation that implements a societal marketing program.
Corporate marketing communications	**H2**	Corporate marketing communications will influence consumers' attitude toward corporate image.
Demographic factors	**H3**	Female consumers will have a more positive attitude toward a firm implementing a societal marketing program than will men.
	H4	Younger consumers will have a more positive attitude towards a firm implementing a societal marketing program than will older consumers.
	H5	Consumers with a higher educational level will tend to have more positive attitudes toward a firm that implements a societal marketing program than will those of lower educational level.
	H6	Consumers with a higher income will tend to have more positive attitudes toward a firm that implements a societal marketing program than will those of lower income.
	H7	Married consumers will have a more positive attitude toward a firm implementing a societal marketing program than will single ones.

Source: table 2.9, developed for this thesis

Regarding hypotheses H 1 and H 2, two-research issues for this thesis were defined as follows:

RI 1: How can the abstract concept of a societal marketing program be operationalized? Or what are the predictor variables to operationalise the Brand's Educational Summer Camp program in the context of Cerebos customers' attitude toward corporate image?

RI 2: How can the abstract concept of corporate marketing communications be operationalized? Or what are the predictor variables to operationalise Cerebos marketing communications in the context of Cerebos customers' attitude toward corporate image?

1.3 Justification for the research

This research can be justified because it makes contributions, both theoretically and practically, to the possible introduction of societal marketing to corporations in Thailand. Each of these contributions is discussed in turn.

1.3.1 Theoretical contributions

Although there is a considerable body of knowledge on societal marketing and corporate image theory, there is little research of the impact of societal marketing on corporate image. In particular, this research is the first empirical study of the impact of societal marketing on consumer's attitudes toward corporate image in the Thai context. The major gaps and weaknesses indentified in the field of societal marketing's impact on corporate image in the literature review stage of this research are summarized as:

- a lack of empirical research on the impact of societal marketing on customer attitudes toward corporate image in the Thai context;
- a lack of studies conducted on demographic influences regarding corporate image; and
- a lack of studies from different countries.

Gaps in the literature. There is literature available on societal marketing's impact, upon corporate image (Ross & Patterson 1992; Davis 1994; Webb & Mohr 1998; Morton 1999; Webb 1999; Madrigal 2000; Sen & Bhattacharya 2001). However, most prior empirical studies used a convenience sampling method and small sample sizes so their results cannot be generalized. Additionally, most of the explanatory models or theories in corporate image management lacked the empirical testing necessary to support them (Maignan & Ferrell 2001). This research has attempted to fill this gap.

Regarding the influences of demographic factors, some literature indicates that a consumer's evaluation of corporate societal image is affected by interaction between consumer individual characteristics and features of corporate social responsibility communications (Berger, Cunningham & Koziets 1999; Goldberg 1999; Maignan & Ferrell 2001; McWilliams 2001; Ozanne, Humphrey & Smith 1999; Peppas & Peppas 2000; Robert & Bacon 1997; Ross & Patterson 1992; Straughan & Roberts 1999; Webb 1999; Webb & Mohr 1998; Zimmer, Stafford & Stafford 1994). However, the empirical evaluation of these variables on a consumers' attitude toward corporate image remains relatively limited and inconclusive.

Lack of studies from different countries. A number of industry surveys in different countries, such as the United States, the United Kingdom, Australia and New Zealand, have also been done to determine the effects of societal marketing on consumer attitudes (for example Business in the community 1997, 1998; Cone/Roper communications 1994, 1999; Cavill + Co 1997 a, 1997 b; Jayne 2001). Additionally, most of these past empirical studies were initiated in the United States (Brown & Dacin 1997; Davis 1994; Madrigal 2000; Morton 1999; Ross & Patterson 1992; Webb 1999; Web & Mohr 1998). Research on the subject of societal marketing's impact on corporate image is limited and in the Thai context has never taken place. This research then, will contribute to a global body of knowledge regarding the impact of societal marketing upon corporate image.

1.3.2 Practical contributions

In addition to the implications for theory addressed above, this research has implications for practitioners, specifically the three groups of stakeholders involved in societal marketing. In short, the major practical contributions of this thesis will be:

- the provision of better information to ensure corporate marketers apply societal marketing in order to differentiate themselves from competitors. Thai firms can utilize the findings in order to implement successful societal marketing campaigns;

- the provision of better information as input to government policy makers, responsible for business development, to encourage business enterprises use of societal marketing programs to benefit key stakeholder interests. This will benefit not only Thai communities, but the government as well; and
- the provision of better information for non-profit-organization management to utilize the findings from this research to form an alliance for the promotion of their social activities.

The details of such benefits have been realized in this research, and are explored in detail in section 6.3. In summary, this thesis can be justified on such theoretical and practical contributions outlined above.

1.4 Research Methodologies

The research methodology applied in this study was composed of three stages:

- a literature review;
- a qualitative exploration consisting of in-depth interviews and focus groups; and
- a quantitative descriptive survey of Thai consumers.

Exploratory stages of research. Since societal marketing is not well researched, particularly in Thailand, exploratory research should first be used (Cooper & Schindler 2001; Zikmund 1997) to identify relevant issues, to gather ideas and insights and then to develop the hypotheses for later testing (Churchill & Iacobucci 2002). This study is a preliminary step to gain a more rigorous and adequate understanding of issues related to societal marketing and corporate image in the explanatory stage (Zikmund 1997).

A review of the existing literature was undertaken, to identify the possible factors, in societal marketing, that impact on corporate image. This allowed the development of a preliminary model of the impact of a societal marketing program on consumers' attitudes toward corporate image.

Exploratory research was then conducted in two phases to ensure the research model's appropriateness for the Thai context. In-depth interviews with three of Cerebos's management were first conducted to build upon the knowledge gained from the literature review. This was then followed by four focus groups of Cerebos's customers, to further build upon the knowledge attained. Both interviews and focus groups were audiotaped, transcribed and analyzed. The combined information was used to further and develop the proposed model, which was then tested in the next stage of research.

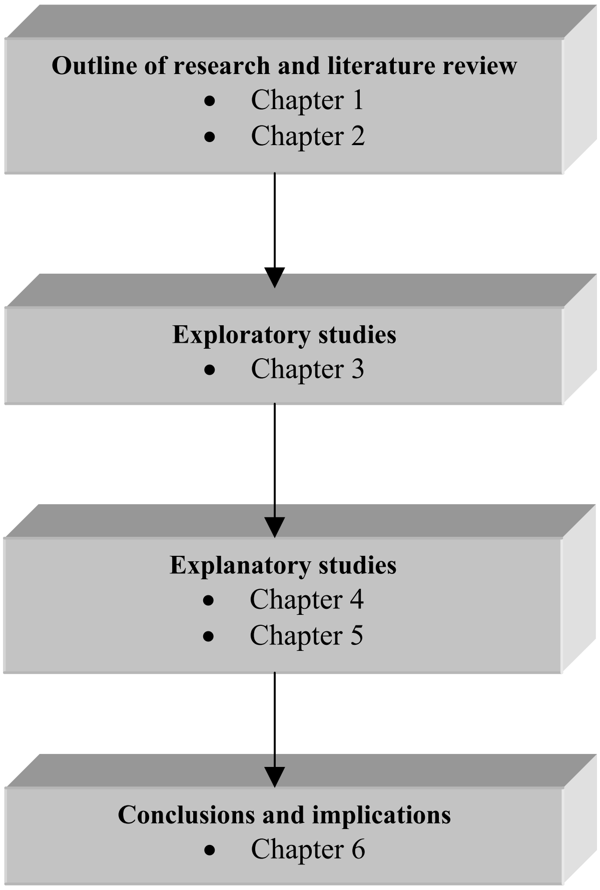
Explanatory stage of research. Primary data collection used a mail questionnaire administered using a probability sampling method. The questionnaire was developed based on the literature and exploratory studies, in-depth interviews and focus groups. The design and administration of the questionnaire followed six steps which were adapted from Churchill (1979), Frazer and Lawley (2000) and Kinnear and Taylor (1996). A mail survey was sent to the Cerebos 2001 customer database and a 38.4 percent response rate of 1,153 respondents was achieved. When questionnaires were returned, they were checked for completeness and errors. The responses were then tabulated into SPSS for storage and statistical analysis.

Structural equation modelling (SEM) employing LISREL software was then used. This type of technique allowed for the specification and testing of complex path models that integrate a sophisticated understanding between constructs (Hair et al. 1998; Kelloway 1998). A two-step approach to simplify analysis of the complete model in this thesis was utilized (Anderson & Gerbing 1988; Hair et al. 1998). The research model was tested and an assessment of both the measurement and structural components of the model was then undertaken.

1.5 Outline of the thesis

This thesis is structured into six chapters and an outline of them can be seen in figure 1.1. Chapter 1 provides an outline of the research, while the main literature used to guide the investigation is identified in chapter 2. Chapter 3 presents the exploratory research of in-depth interviews and focus groups attempting to build a research model for the Thai context. The methodology for the main study and questionnaire development applied in this research are then presented in chapter 4. Chapter 5 presents the results from analysis of data collected from the mail survey. Finally, chapter 6 draws conclusions from the results of the analysis and discusses these in relation to their theoretical and practical contributions. This final chapter further highlights limitations and implications for future research.

Figure 1.1: Conceptual outline of this thesis



Source: developed for this research

1.6 Definitions

Since the terminology adopted by other researchers and by practitioners sometimes differs, the two key terms used throughout this research are explicitly defined below.

Societal marketing program. This term is used to describe a marketing program which preserves or enhances both consumer's and society's well-being. This definition is based on a review of the literature regarding the societal marketing concept (section 2.2).

Customers' attitude toward corporate image. This term is used to describe the totality of a customer's perceptions about the way an organization presents itself through corporate identity mix, either deliberately by controllable sources or accidentally by uncontrollable ones. This definition is based on a review of the literature regarding corporate image (section 2.3).

1.7 Delimitations of scope of the research

The nature of this research meant that some delimitations of scope had to be set. The first delimitation is national. Prior studies on societal marketing have been conducted overseas with exploratory research executed in the United States (Brown & Dacin 1997; Davis 1994; Madrigal 2000; Morton 1999; Ross, & Patterson 1992; Webb 1999; Web & Mohr 1998). Earlier industry surveys too, have been performed in various countries, such as the United States, the United Kingdom, Australia and New Zealand (for example Business in the community 1997, 1998; Cone/Roper communications 1994, 1999; Cavill + Co 1997 a, 1997 b; Jayne 2001). No empirical investigations regarding this topic have been set in Thailand. Therefore, the research is delimited to the Thai context due to the specific characteristics of this country.

The second delimitation is generalization of data. Since the sampling frame used in this study was taken from Cerebos' 2001 customer database, results can therefore only be generalized to Cerebos' customers within that database and not generalized across the entire Thai population.

1.8 Conclusions

The foundations of this research have been established in this chapter. It has introduced the research problem and objectives which form the focus of this thesis. Research was then justified, the thesis outlined, definitions presented and limitations given. On these foundations the thesis continues to progress through a review of existing literature. Chapter two will now proceed with a framework to enable the understanding of the impact of societal marketing programs on customers' attitudes toward corporate image in Thailand.

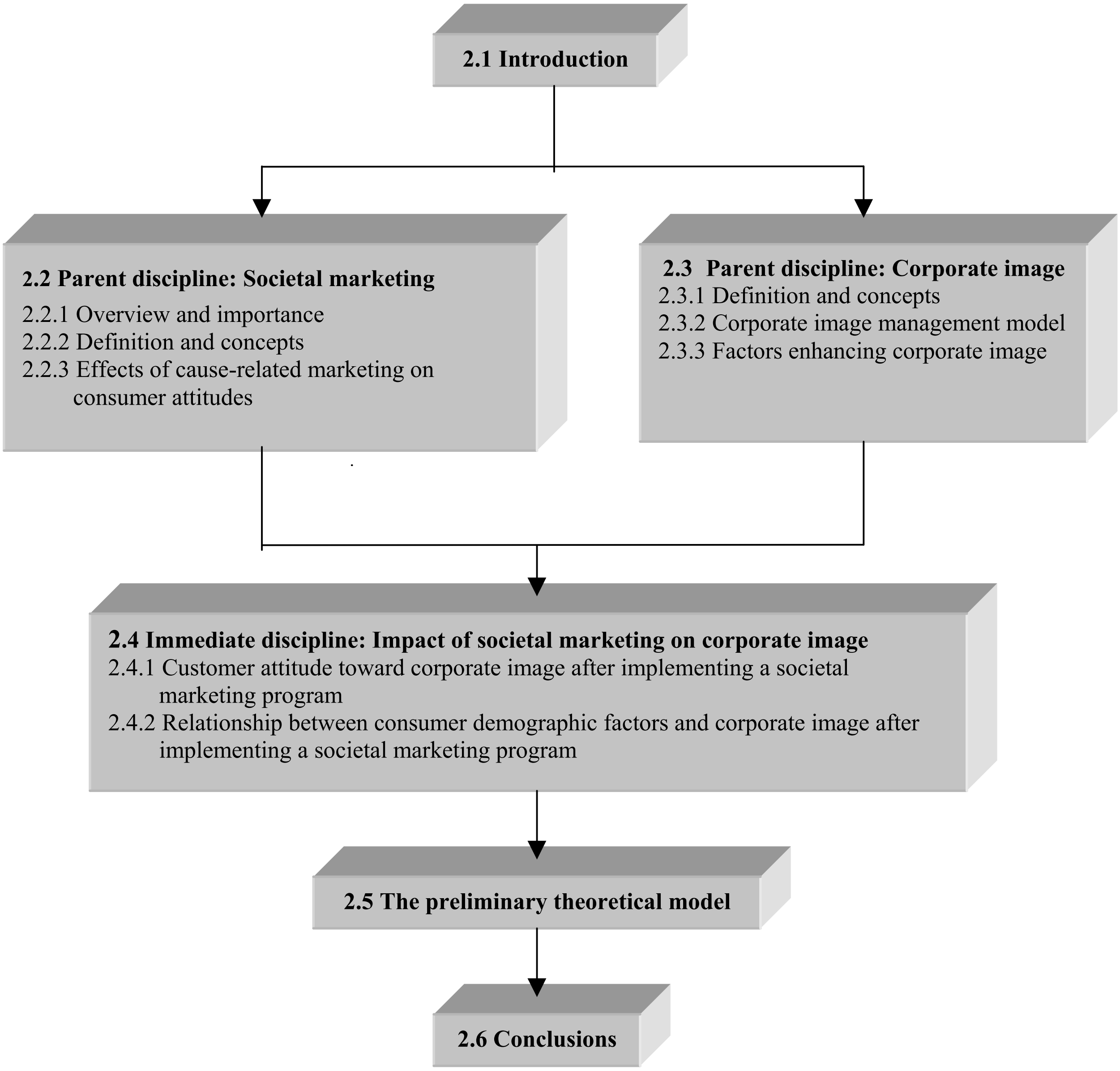
2 LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to provide a context for understanding the impact of societal marketing programs on consumer attitudes toward corporate image by reviewing the extant literature. It is organized into six sections as shown in figure 2.1. In section 2.2, the parent discipline of this research, societal marketing and related terms are briefly reviewed. In addition, the influences of these concepts on consumer attitudes are identified. As this research investigates the impact of societal marketing on corporate image, section 2.3 provides an overview of corporate image and related terms, including a review of the corporate image management model. Additionally, factors enhancing corporate image are also reviewed. Next, section 2.4 describes the immediate discipline, which is the impact of societal marketing on corporate image. Research into customer attitudes toward corporate image after implementing a societal marketing program and the relationship between demographic factors and corporate image is reviewed in order to identify the gaps in existing literature. This information is then used to develop a theoretical model for research in section 2.5. Conclusions are drawn in section 2.6.

Figure 2.1

Outline of chapter 2



Source: developed for this research

2.2 Societal marketing

This section briefly reviews the first parent discipline, societal marketing. First, an overview, demonstrating the importance of societal marketing, is provided. Then, definitions of societal marketing and related terms are reviewed. Finally, a review of the effects of societal marketing on consumer attitudes is given.

2.2.1 Overview and importance

In recent years, the emergence of world issues, such as environmental deterioration, resource shortages, explosive population growth, world hunger, poverty, and several social causes have challenged whether the current marketing concept is an appropriate philosophy for today's businesses (Kotler 2000). Therefore, there has been increased pressure on many companies and managers to recognize their responsibilities to society and act in a way that benefits the overall community (Lambin 1997). Marketing communication and promotions with social dimensions are becoming main stream (Bennett 1998; Drumwright 1996; Marsden 2000; Simon 1995) as marketers respond to higher consumer expectations of corporate social responsibility (Benezra 1996; Caudron 1994; Scott 1995; Smith 1994). Philanthropy is now seen as a component of long-term competitiveness rather than short-term image building and sales generation (Andreasen 1996; Pringle & Thompson 1999; Simon 1995). Ethical criteria must be included as part of the strategic process in before-profit decisions, rather than after-profit decisions, in order to maximize corporate profits and improve strategic development and implementation (Key & Popkin 1998).

Hence, the societal marketing concept has become an excellent strategy for promotions with social dimensions and for exploring consumers' behavioural response to such corporate ' doing good'. Some research findings suggest that this concept may be an excellent strategic tool (Brown & Dacin 1997; Drumwright 1994;

Simon 1995) to establish valuable relationships between the firm and its key stakeholders (Day 1994; Vidaver-Cohen & Altman 2000). By adopting and practicing the societal marketing concept, a number of firms have achieved notable sales and profit gain (Balabanis, Hugh & Lyall 1998; Embley 1993; Kotler 2000). In addition, it has been shown to be beneficial, influencing not only outside constituents like consumers, but also internal stakeholders (Larson 1999). For instance, social responsibility by organizations reduces the level of counterproductive behaviour exhibited by the organization's employees (Viswesvaran, Deshpande & Milman 1998). Furthermore, the findings from Greening and Turban (2000) argue that corporate social performance may provide a competitive advantage in attracting a quality workforce. In some instances, the concept has been found to create favourable attitudes (Brown & Dacin 1997; Davis 1994; Ross & Patterson 1992; Tate 1995) and purchase intention (Arnott 1994; Barone, Miyazaki & Taylor 2000; Webb 1999; Webb & Mohr 1998; Sen & Bhattcharya 2001).

However, given the complexity and uncertainty associated with the evaluation of societal marketing campaigns (Tate 1995), research is needed to provide insight into how societal marketing impacts on the corporate image of the firm. In addition, empirical evaluations of the benefits resulting from societal marketing remain extremely limited (Maignan & Ferrell 2001), particularly in Thailand.

To this end, this research attempts to investigate the influence of a societal marketing program, namely Brand's Educational Summer Camp program, on customers' attitudes toward Brand's corporate image. This research will be the first study to measure Thai consumer attitudes toward a corporation implementing the societal marketing concept in a Thai context. The findings from this study are significant not only to this corporation, but also to other companies in Thailand. In addition, it will enhance the body of knowledge in this research field. The next section will provide the definition of societal marketing and related terms, such as corporate social responsibility, corporate citizenship, social marketing, and cause-related marketing.

2.2.2 Definition and concepts

In this section, definitions of societal marketing and related terms are addressed. First, societal marketing is defined and described. Next, social marketing is presented as a similar term with a different focus. Finally, the cause-related marketing concept, a version of societal marketing, is identified.

The societal marketing concept had been defined as:

> The societal marketing concept holds that the organization's task is to determine the needs, wants, and interests of a target market and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that preserves or enhances the consumer's and the society's well-being (Kotler 2000, p.25).

Therefore, marketers must endeavour to satisfy the needs and wants of their target markets in ways that preserve and enhance the well-being of consumers and society as a whole (Bednall & Kanuk 1997). Recognizing profit as a major business motive, the societal marketing concept advocates fairness to consumers while maintaining good practices in terms of consequences for society. The societal marketing concept introduces corporate social responsibility into marketing practices (Piacentini, MacFadyen & Eadie 2000). Corporate social responsibility (CSR) means that a corporation should be held accountable for any of its actions that affect people, their community, and the environment surrounding those people and community (Frederick, Post & Davis 1992). In addition, CSR is the voluntary adoption by companies of responsibilities beyond purely economic or legal responsibilities (Piacentini, MacFadyen & Eadie 2000). Its' concerns include areas such as environmental protection, philanthropy, involvement in social causes, urban investment and employee schemes (Vyakarnam 1992). Corporate citizenship has been considered to be synonymous with corporate social responsibility (Maignan &

Ferrell 2001).

Another term closely related to societal marketing is social marketing, which has been defined by Andreasen (1995) as follows:

> Social marketing is the application of commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the voluntary behaviour of target audiences in order to improve their personal welfare and that of their society (Andreasen 1995, p.7).

Moreover, this concept emphasizes the solution of social problems where the bottom line is behavioural change. Unlike the societal marketing concept, the ultimate objective of social marketing is to benefit target individuals or society and not the marketer. Social marketing can approach a wide range of social problems in health, crime, environment, and social welfare (Andreasen 1995).

Another popular term related to societal marketing is cause-related marketing. This term has been identified by Kotler (2000) as a form of societal marketing. Cause-related marketing is defined by Varadarajan and Menon (1988) as the process by which a firm creates a marketing strategy that is characterized by contributions to specific causes through customer interaction, which also serves to generate revenue for the firm itself. In addition, it can refer to a strategic positioning and marketing tool which links the corporation or its brand to a relevant social cause for their mutual benefit (Pringle & Thompson 1999). Basic objectives of this program include increasing sales, enhancing corporate stature, thwarting negative publicity, pacifying customers, easing market entry and increasing the degree of trade merchandising activity for the brand promoted (Varadarajan & Menon 1988). Due to the close relationships between the terms and concepts described here, the next section will demonstrate the effects of societal marketing on consumer attitudes using examples from not only societal marketing programs but also those of social and cause-related marketing.

2.2.3 Effects of societal marketing on consumer attitudes

This section reviews the findings of past research on the effects that societal marketing has had on consumer attitudes. The effects of societal marketing, as well as other related terms, have been discussed extensively in the trade literature (Cramer 1991; Larson 1994; Cone 1999; Darby 1999; Ebenkamp & Stark 1999; Fellman 1999; Goetzl, Snyder & Ross 1999; Redemacher 1999; Stubbs & Andrews 1999; Whitaker 1999; Hoover 2000). A number of industry surveys executed in different countries, such as the United States, the United Kingdom, Australia and New Zealand, have also been done to determine the effects of societal marketing on consumer attitudes (Business in the community 1997, 1998; Cone Inc. 2000; Cone/Roper communications 1994, 1999; Cavill + Co 1997 a, 1997 b; Jayne 2001). Those surveys all yielded similar results, that is, consumers expressed a more positive image towards a company that supports causes, and additionally prefer to purchase a cause-related product. If price and quality are equal, they would be likely to switch to a brand or retailer associated with a good cause. Moreover, they also believe that this concept should be a standard business practice. Nevertheless, discrepancies in what is considered a social cause, remain between consumer preference and corporate effort (Simon 1995).

Similar results have been obtained from teen surveys as well, US teens consider a company's commitment to causes as the second most important factor after product quality when teens decide to buy, followed by price, advertising and celebrity endorsements (Cone, Inc. 2000). Furthermore, 86 percent of teens will tell their friends about companies that are committed to causes (up from 80 percent in 1999). In addition, teen girls are more supportive of cause initiatives than their male counterparts.

However, a scarcity of empirical research in this field still exists (Maignan & Frerrel 2001; Ross & Patterson 1992). A number of societal marketing and related research studies, including industry surveys, have been identified. These research studies are summarized in chronological order in table 2.1.

Table 2.1: A summary of research regarding the effects of societal marketing on consumer attitudes

Authors	Research Topic	Results
Ross and Patterson (1992)	Consumer perceptions of organizations that use cause related marketing.	• Responded positively to both firm and cause. • Females more favourably inclined than males towards firm.
Cone / Roper Cause Related study (1994)	A benchmark survey of consumer awareness and attitude to cause related marketing.	• US consumers overwhelmingly favourable to general concept, but reserved about implementations. • Social issue gaps exist between consumer preference and corporate efforts.
Davis (1994)	Consumer response to corporate environmental advertising.	• Responses more favourable when received from positive advertiser and messages with ethical attributions.
Creyer and Ross (1997)	The influence of firm behaviour on purchase intention.	• Consumer concerned about ethicality of corporate behaviour and will take actions to promote it.
Cavill + Co. (1997)	Attitudes of adult Australian consumers toward cause related marketing.	• Australian consumers prefer cause-related products and are prepared to switch brands.
Business in the Community (1997)	Attitudes of adult UK consumers toward cause related marketing.	• Consumers in the UK prefer cause-related marketing.
Brown and Dacin (1997)	The company and product: corporate associations and consumer product responses.	• Perceptions of corporate social responsibility influence consumer evaluation and new products.
Webb & Mohr (1998)	Typology of consumer response to cause related marketing	• Influences consumer's buying behaviour.
Business in the Community (1998)	UK consumers response to cause related marketing campaigns.	• Schemes using a creative approach likely to see significant support.
Berger, Cunningham and Koziets (1999)	Consumer persuasion through cause related marketing advertising.	• Cause claim in brand advertisements has a very powerful influence on brand attitudes and purchase intention.
Cone / Roper Cause Related Trends report (1999)	US consumer attitudes toward cause related marketing.	• Good deeds attract customers.
Cone / Roper Cause Related Teen survey (1999)	US Teen attitudes toward cause related marketing.	• Cause related marketing often attracts the younger set. • US teens responded favourably, accelerating the trend of cause marketing.

Authors	Research Topic	Results
Morton (1999)	Corporate social advertising's effect on audience attitude toward company and cause.	• Firm associated with a social issue evaluated differently. • No difference in attitudes toward social issues.
Goldberg (1999)	Corporate image: business competency vs. social conscience.	• Both social conscience and business competence have a major impact on corporate image. • Social conscience affects consumer purchase intention. • Business competence affects investment.
Webb (1999)	Consumer attributions regarding cause related marketing offers and their impact on evaluations of the firm and purchase intention.	• Personal relevance of cause has the most influence to determine consumer response to cause-related offers. • Female participants have more favourable evaluations and higher purchase intention than males.
Barone, Miyazaki and Taylor (2000)	The influence of cause related marketing on consumer choice.	• Campaigns supporting social causes as perceived by consumers to be for appropriate reasons are rewarded.
Bennett and Gabriel (2000)	Charity affiliation as a determinant of product purchase decisions.	• Charity's image exerts powerful influence on customer perceptions and behaviour, and enables the introduction of fresh products.
Madrigal (2000)	Role of corporate association in new product evaluation.	• Environmental friendliness significantly related to product response and company evaluation.
Cone / Roper cause-related teen survey (2000)	Teen attitudes toward cause related marketing.	• US teens responded more favourably than the previous year.
Bronn and Vrioni (2001)	Measuring Norwegians' skepticism to cause related marketing.	• Not skeptical to companies utilizing cause related marketing. • Not strongly supportive, nor strongly negative.
Jayne (2001)	New Zealand consumer attitude toward cause related marketing.	• Strong brand perception improvement gained from sponsorship.
Sen and Bhattacharya (2001)	Consumer reactions to corporate social responsibility (CSR).	• Record of CSR has positive effect on company evaluation. • CSR support moderates the effect of CSR record on company evaluations.

Source: developed for this research

In table 2.1, twenty-two studies of the effects of societal marketing on consumer attitudes conducted over the past ten years have been briefly reviewed by research topic and results. The research topics in table 2.1 cover several aspects of consumer response to societal marketing campaigns regarding the effects of corporate societal marketing advertising, company evaluations, product evaluations, behavioural attitudes and industry surveys. As a result of these findings, past research in this field can be categorized into three major areas relating to corporate image, product image and purchase intention or brand choice. These areas are discussed next.

Corporate image. The overall impact of societal marketing on consumers' attitudes toward the company tends to be positive when linked to a cause that consumers support (Davis 1994; Madrigal 2000; Morton 1999; Ross & Patterson 1992; Sen & Bhattacharya 2001; Webb 1999; Webb & Mohr 1998;). This is reinforced by industry surveys in the United States, United Kingdom, Australia and New Zealand. Most consumers prefer corporate and brand advertising with a social claim (Berger, Cunningham & Koziets 1999; Brown & Dacin 1997; Davis 1994; Mortan 1999; Sen & Bhattacharya 2001), but compatibility of firm-nonprofit organization (NPO) alliances also influences their attitudes (Webb 1999). Consumer attitudes toward the corporate image as impacted by societal marketing will be discussed in further detail in section 2.4.1.

Product image. The effects on product image are favorable when advertising contains messages which demonstrate the firms commitment to social responsibility (Berger, Cunningham & Koziets 1999; Brown & Dacin 1997; Davis 1994; Goldberg 1999), particularly amongst US teens (Cone/Roper communications 1999; Cone Inc. 2000). Moreover, consumer perceptions of corporate social responsibility influence their evaluation of new products (Brown & Dacin 1997; Creyer & Ross 1997; Madrigal 2000).

Purchase intention or brand choice. Consumer attitudes to purchase intention or brand choice, including the propensity to switch brands to those that support social causes, tend to increase with the perception of ethical and social responsibility demonstrated by the firm (Barone, Miyazaki & Taylor 2000; Bennett & Gabriel 2000; Berger, Cunningham & Koziets 1999; Bronn & Vrionic 2001; Creyer & Ross 1997; Davis 1994; Goldberg 1999; Sen & Bhattacharya 2001; Webb & Mohr 1998). Females tend to have a higher intention to buy or switch brands than males (Ross & Patterson 1992; Webb & Mohr 1998; Webb 1999). The results of the study by Webb and Mohr (1998) determined four types of consumer response to societal marketing influencing consumer's buying behaviour namely, skeptics, balancer, attribution-oriented and socially concerned groups. Additionally, campaigns which support social causes were shown by Barone, Miyazaki and Tayor (2000) to be rewarded by consumers when these causes were perceived by the consumers to be for appropriate reasons.

In summary, a positive relationship has been found between societal marketing and consumer response to the company and product. However, additional research is needed to ascertain the existence and strength of the relationship between societal marketing and consumer attitudes and to uncover the conditions favouring or hindering the emergence of this relationship. Having defined societal marketing in terms of overview and importance, definitions and recent research on consumer attitudes, the next section will address the second parent discipline namely corporate image.

2.3 Corporate image

This section briefly reviews the second parent discipline, corporate image. Generally accepted definitions for corporate image are reviewed and one is adopted. Next, a review of the corporate image management model is provided. Finally, factors enhancing corporate image are identified.

2.3.1 Definition and concepts

This section will attempt to provide an overview of the primary definitions of corporate image, including the two principle components that make up corporate image. Then, the derivation of corporate image and its variations are discussed.

After that, varying definitions of corporate image and related terms such as corporate reputation and corporate identity are debated. Finally, the definition of corporate image adopted in this study will be presented and justified.

Corporate image can refer to the total impressions held of an organization by an individual or a group (Balmer & Stotvig 1997; Dowling 1993; Gray & Balmer 1998). More recently, Cornelissen (2000) defined corporate image as emphasizing a receiver perspective as follows:

> Corporate image is a product of multiple variable impression formation process located in the interaction of the stakeholder with messages, from the organization and related business, from various news media, and from other stakeholders through word-of-mouth (Cornelissen 2000, p.122).

Corporate image has two principal components: functional and emotional (Kennedy 1977). Functional component is related to tangible characteristics that can be easily measured, while emotional component is associated with psychological dimensions that are manifested by evaluation, feeling and attitude towards a company (Barich & Kotler 1991; Cohen 1963; Dowling 1986; LeBlanc & Nguyen 1996; Pharoah 1982). Therefore, corporate image is the result of an aggregate process by which a customer compares and contrasts various attributes of a company. It is both dynamic and complex (LeBlanc & Nguyen 1996). It is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about an object and exists in the mind of that person (van Rekom 1997).

Therefore, corporate image exists in the mind of each stakeholder and cannot be managed directly. A firm can only manage corporate image through the management of corporate identity (Abratt 1989; Markwick & Fill 1997; van Rekom 1997). Corporate identity was defined by Gregory and Wiechmann (1998) as 'a visual statement of who and what a company is' (p.64). Hence, firms need to define their corporate identity as a bridge between the external position of the organization in its marketplace and other relevant environments, and internal meanings formed within the organizational culture (Hatch & Schultz 1997).

Corporate image is derived from a wide range of sources. Although some sources can be controlled by the firm, others cannot. The controllable sources include its corporate social conduct, corporate contribution conduct, corporate employees' conduct, corporate business conduct, products, communications, sales force, prices, support, services and distribution channel (Barich & Kotler 1991). These controllable sources, such as advertising, philanthropy and corporate identity, were judged to be the more influential in the formation of the overall corporate image than other sources (Williams & Moffitt 1997). The main uncontrollable sources of corporate image are messages originating from competitors and other environmental sources (Boyle 1996; Markwick & Fill 1997). Moreover, Howard (1998) suggests that 'everything an organization does, and does not do, has a direct impact on its corporate image' (p.41).

Corporate image can vary wildly between different audiences such as customers, employees, and shareholders (Dowling 1988; Gray 1986; Kotler 1982; Olins 1989). Moreover, it may also be passed on from one stakeholder group to another, particularly from employees to customers (Dowling 1993; Riordan, Gatewood & Bill 1997). Employees were proven to have a pivotal role in corporate image formation (Balmer 1995; Dowling 1986, 1993; Gotsi & Wilson 2001a; Kennedy 1977). Therefore, firms need to ensure that their employees have a positive image of their company (Dutton, Dukerich & Harquail 1994).

However, corporate image is sometimes seen either as synonymous with corporate reputation (Abratt 1989; Abratt & Mofokeng 2001; Dowling 1993; Kennedy 1977) or as different to corporate reputation but interrelated (Andreassen & Lindestad 1998; Balmer & Stotvig 1997; Fombrun 1996; Gotsi & Wilson 2001a; Greyser 1999; Stuart 1999). Part of the confusion results from the various uses of the term 'corporate image' by both practitioners and academics to the extent that corporate image and corporate identity are used interchangeably and imprecisely (Abratt 1989). The literature review indicates that, throughout the years, definitions offered for the term corporate image could be broadly divided into two dominant schools of thought. These schools are the synonymous school of thought, which views corporate image as identical to corporate reputation, and the differentiated school of thought, which considers them to be different but mainly interrelated. An overview of both approaches is presented in table 2.2.

Table 2.2: Defining corporate image: the synonymous and differentiated schools of thought

School of thought	Relationship between corporate image and corporate reputation
Synonymous school of thought (Abratt 1989; Abratt & Mofokeng 2001; Dowling 1986, 1993; Dutton, Dukerich & Harquail 1994; Howard 1998; Kennedy 1977)	Corporate image $\leftrightarrow$ corporate reputation
Differentiated schools of thought **1st** view (Barich & Kotler 1991; LeBlanc & Nguyen 1996; Mason, 1993) **2nd** view (Balmer & Stotvig 1997; Bromley 2001; Fombrun 1996; Fombrun & Shanley 1990; Gotsi & Wilson 2001a; Gray & Balmer 1998; Greyser 1999; Lewis 2001; Markwick & Fill 1997; Rindova 1997; Stuart 1999)	 **1st** view Corporate image $\leftarrow$ corporate reputation **2nd** view Corporate image $\rightarrow$ corporate reputation

Source: developed for this research

The synonymous school of thought: corporate image as analogous to corporate reputation. Most of the authors in this school of thought define the term corporate image in a way that appears synonymous with corporate reputation. In one of the early, yet most influential writings in this field, Kennedy (1977) seems to view corporate image as synonymous with corporate reputation. In her study, she notes that 'an image, whether of a product or company, takes many years to cultivate' (Kennedy 1977, p.124). However, a number of later writers (Abratt 1989; Abratt & Mofokeng 2001; Dowling 1986, 1993; Dutton, Dukerich & Harquail 1994; Howard 1998) have also adopted the aforementioned early writing's perspective and regard the concepts of corporate image and corporate reputation as interchangeable. Therefore, Caruana (1997) comments that many of the authors in this school of thought have been the main factor causing the ambiguity surrounding the concept of corporate reputation nowadays.

The differentiated school of thought: corporate image as different to corporate reputation. More recently, several authors (Bromley 2001; Gotsi & Wilson 2001a; Gray & Balmer 1998; Greyser 1999; Lewis 2001; Stuart 1999) consider the terms corporate image and corporate reputation as different concepts but interrelated. This school of thought seems to have two dominant views. The first view considers corporate reputation as only one dimension towards the construction of corporate image, while the second view explores the other side of the relationship. It argues that a company's corporate reputation is largely influenced by the multiple images held by its constituencies. This side of the relationship has been mainly explored by writings in the second view of this differentiated school of thought, in which 'corporate reputation is a snapshot that reconciles the multiple images of a company held by all its constituencies' (Fombrun 1996, p. 72). Therefore, the definition of corporate reputation was put forward by Gotsi and Wilson (2001a) as follow:

> A corporate reputation is a stakeholder's overall evaluation of a company over time. This evaluation is based on the stakeholder's direct experiences with the company, any other form of communication and symbolism that provides information about the firm's actions and/or a comparison with the actions of the other leading rivals (p. 29).

Hence, from Gotsi and Wilson's definition (2001a), the corporate reputation that a firm has with its stakeholders must be regarded as a dynamic construction, which influence and is influenced by all the ways in which a company projects its image: its behavior, communication and symbolism.

Another term related to corporate image, corporate identity has been recognized by Abratt (1989) as often being used interchangeably with corporate image. In spite of a number of important attempts to clarify the definition of identity and image (Abratt 1989; Balmer 2001; Dowling 1988; van Riel & Balmer 1997), there is still a general lack of consistency when these terms are adopted in theoretical models or applied in practice (Christensen & Askegaard 2001). Corporate identity can refer to three main development paradigms of graphic design, integrated corporate communication, and corporate identity mix (van Riel

& Balmer 1997). The corporate identity mix refers to behaviour, communication and, through symbolism, to internal and external audiences. In addition, corporate image can be defined as a set of attributes that distinguishes one organization from another (Bromley 2001). Moreover, Gray and Balmer (1998) argue that everything an organization says, does, or makes impacts on corporate identity. Whereas corporate image resides in the heads of the stakeholders, corporate identity resides in the organization (van Rekom 1997). Therefore, corporate identity is widely accepted as an effective measure for building a favourable corporate image (Abratt 1989; Markwick & Fill 1997; Stuart 1999; van Riel 1997).

In conclusion, although not universally accepted definition of corporate image exists, this research will focus on the popularly held definition that corporate image is the totality of a stakeholder's perceptions of the way an organization presents itself through corporate identity mix, either deliberately by controllable sources or accidentally by uncontrollable sources. This definition follows the second view, or that of the differentiated school of thought and has been adopted for this paper due to the high availability of recent studies within this school. Therefore, corporate image is differentiated from corporate reputation as these images are eventually converted into a reputation. Corporate reputation is more durable than corporate image and requires nurturing and image consistency over time. Having defined corporate image and the related terms, the next area to be addressed is the management of corporate image.

2.3.2 The corporate image management model

The corporate image management model demonstrates the process of how corporate image is built, which in turn, can be used to develop a research model. Over the last three decades, a number of different models of corporate image formation management have been explored. These include those of Kennedy (1977), Dowling (1986), Abratt (1989), Stuart (1998, 1999), Markwick and Fill (1997) and Balmer and Gray (2000). It would appear that, in some of these models, the writers confuse corporate identity with corporate image (Balmer, 2001). Whereas the earlier models concentrated on the formation of corporate image and did not use the concept of corporate identity, the later models highlighted the corporate identity management process. The models are summarized in table 2.3.

Table 2.3: A summary of corporate image/corporate identity management models

Model	Process stage	External influences	Remarks/comments
Kennedy's model (1977)	1. Objective company criteria. 2. Company personnel's perception of the company. 3. External groups' perception of the company.	• Extraneous influences, e.g. government legislation, prevailing economy, competitors' actions, cultural patterns.	• Staff are of crucial importance in corporate image formation. • Lack of reference to the concept of the corporate identity. • Does not address the necessity of perception and action consistency amongst senior managers. • Derived from empirical research. • Emphasizes the necessity for company policy to be based on the realities of the organization for effective company image formation.
Dowling's model (1986)	1. Formal company policies and organizational culture. 2. Employee's image of the company. 3. Marketing media communication. 4. External group's image of the company.	• External interpersonal communication. • Previous product experience. • Support by members of the distribution channel.	• Follows Kennedy's model closely. • Includes 'culture' as an explicit factor in corporate image formation. • Conceptual not empirically tested. • Does not include top management as a symbol of corporate identity. • Does not reference corporate identity. • Does not mention the affects from the external environment. • Main improvement provided by communications such as internal, interpersonal and marketing media communications.
Abratt's model (1989)	1. Corporate personality. 2. Corporate identity. 3. Corporate image.	• Not considered.	• Introduces the concept of 'corporate personality'. • Refers to corporate identity as basically a communication mechanism. • Differentiates corporate identity from corporate image by using the concept of the corporate identity/corporate image interface. • Conceptual. • Focuses on an 'outside in'(image, reputation) rather than 'inside out'(identity, personality). • Does not mention the effect from environmental forces. • Feedback mechanism between corporate identity and corporate image not included.

Model	Process stage	External influences	Remarks/comments
			• Regards culture as one component of the corporate personality rather than a more important and central role in corporate identity formation like Balmer and Wilson (1998), and Hatch and Schultz (1997). • Put into practice by marketers during an empirical study from Abratt and Mofokeng (2001).
Stuart's model (1998)	1. Corporate personality. 2. Corporate identity. 3. Marketing communications strategy. 4. Employees view of corporate identity. 5. Corporate image.	• Not considered.	• Revision of Abratt's model. • Includes corporate culture and corporate symbols under corporate identity. • Emphasizes employees' view of corporate identity as an important part of management. • Provides feedback from employees to corporate identity. • Indicates internal and external communications. • Does not include products/services, which communicate corporate identity. • Conceptual.
Marwick and Fill's model (1997)	1. Corporate strategy. 2. Organization personality. 3. Corporate identity. 4. Corporate image and reputation.	• Actions of competitors. • Industry/sector development. • Other environmental factors.	• Emphasizes Corporate strategy or strategic management. • Considered both organizational and marketing communications as dominant forms of communication between identity and image. • Forms a link between corporate personality and corporate identity. • Environmental factors impact image formation. • Outlines the employee's role in the image formation. • Has empirical study to support.
Stuart's model (1999) or a definite model	1. Corporate personality. 2. Corporate strategy. 3. Corporate identity. 4. Corporate image. 5. Corporate reputation.	• Environmental forces (actions of competitors, government legistration, prevailing economy).	• Increases the complexity of the previous models. • Takes into account all of the significant features of the previous models (eleven factors in total). • Displays organizational culture as context rather than a variable. • Shows corporate personality to consist of corporate philosophy, corporate values and corporate vision. • Includes management communication, top management vision, products and

Model	Process stage	External influences	Remarks/comments
			services, organizational structure and corporate identity structure in the corporate strategy. • Corporate identity consists of a mix of management's and employees' behaviors, symbolism, and the communication plans. • Emphasizes environmental influences on all parts. • The corporate identity/ corporate image interface has blurred boundaries. • Differentiates corporate image from corporate reputation as the images are eventually converted into a reputation.
Balmer and Gray's model (2000)	1. Corporate identity. 2. Primary communication. 3. Secondary communication. 4. Tertiary communication. 5. Stakeholders. 6. Corporate image and corporate reputation. 7. Competitive advantage.	• Environmental factors (political, economic, ethical, social and technical, and other environmental forces). • Exogenous factors such as 1. Country of origin, image and reputation, 2. Industry image and reputation, 3. Image and regulations of alliances and partnerships etc.	• New model, which articulates the corporate identity and corporate communication process. • Environmental forces and exogenous factors influence corporate image and corporate reputation. • The corporate identity- corporate communication process can pervade many organizations with a distinct competitive advantage. • Indicates tertiary communications such as word-of-mouth. • Categorizes stakeholders into eleven groups. • No feedback line from stakeholders to corporate identity. • Shows organizational culture and corporate strategy as components of corporate identity. • Does not emphasize employees' role in corporate image formation. • No corporate identity/ corporate image interface. • No empirical studies to support this model.

Source: developed for this research

In table 2.3, seven models of corporate image/corporate identity management have been reviewed in chronological order in terms of the process stages, the external influences and other comments on shortcomings or strengths of each model. Kennedy's model (1977) is the first model and may be regarded as one of great research significance since it was derived from empirical research (Balmer 2001). The next model, Dowling's model (1986), followed Kennedy's model (1977) closely. The main improvement of this model was the addition of communication factors. Next, Abratt's model (1989) introduced the concept of 'corporate personality', followed by Stuart's model (1998) which was a revision of Abratt's model. After that, Marwick and Fill's model (1997) and Stuart's model (1999) are explored. Finally, Balmer and Gray's model (2000) of the corporate identity-corporate communications process is identified.

The second column of table 2.3 shows the stages of the corporate image formation process by each reviewed model. Early models consisted of only three or four steps in the process with later models progressively adding more steps until a total of seven steps had been included (Kennedy 1977; Dowling 1986; Abratt 1989; Stuart 1998, 1999; Markwick & Fill 1997; Balmer & Gray 2000). Common steps in the process included 'corporate personality', 'corporate identity', 'corporate strategy' and 'corporate image', while steps only included in one model are 'external groups', 'perception of the company', 'communications', and 'corporate reputation'. A more recent model, Stuart's model (1999) introduces even more complexity by adding such concepts as 'management and organizational communication', 'marketing, management and interpersonal communications', 'the corporate identity/corporate image interface', 'environmental influences' and 'organizational culture'. Unlike Stuart's model (1999), Balmer and Gray's model (2000) focuses on corporate identity and the corporate communication process to create competitive advantage. This model emphasizes the pivotal role of the three components of the corporate communications system: primary, secondary and tertiary.

The third column in table 2.3 shows the external influences pertaining to each model. Most of the reviewed models except Abratt's model (1989) and Stuart's model (1998) consider the influences of external forces. These forces refer to government legislation, prevailing economy, competitors' action, cultural patterns, and industry/sector development. However, each model considers these forces as impacting on different parts of the process. Kennedy's model identifies the impact on objective company criteria, while Dowling's model (1986) indicates such impact on external groups' image of the company only. Stuart's model (1999) emphasizes the forces as impacting on all parts of the model. The most recent model, Balmer and Gray's model (2000) considers not only environmental forces but also exogenous factors, which impact on all parts of the process.

The last column of table 2.3 shows comments on the shortcomings and strengths of each model. One of the weaknesses is that all models, except Kennedy's model (1977) and Markwick and Fill's model (1997), are conceptual. Moreover, it is assumed that there will be a singly held corporate image among all stakeholder groups and networks.

Kennedy model's (1977) main strength is that it is derived from empirical research. The model indicates the crucial importance of employees in the process of company image formation. In addition, it emphasizes the necessity for company policy to be based on the reality of the organization for effective company image formation. However, there is a lack of reference to the concept of corporate identity. Furthermore, the model does not address the necessity of perception and action consistency amongst senior managers.

Dowling's model (1986) provides an improvement on the previous model by adding communications. The model also includes 'culture' as an explicit factor in corporate image formation. Nevertheless, the model does not include top management as a symbol of corporate identity. Moreover, this model, along with Abratt's model (1989), does not reference corporate identity nor mention the affects from the external environment.

Abratt's model (1989) introduces the concept of 'corporate identity' and differentiates corporate identity from corporate image. The model is not concerned with personnel feedback response.

Stuart's model (1998) is a revision of Abratt's model (1989), but includes corporate culture and corporate symbols under corporate identity as well as emphasizes employees' view of corporate identity as an important part of management. This model also indicates internal and external communications.

Marwick and Fill's model (1997) emphasizes corporate strategy or corporate management. Attention has been given to corporate image and the communication linkage between corporate identity and corporate image. The employees' role in this model is also outlined.

Different from the previous models, Stuart's model (1999) increases the complexity by taking into account all of the significant factors of the previous models. This model has clearly defined many areas of corporate identity management such as types of corporate communications, organizational culture, the role of strategic management, the effects of organizational and corporate identity structures and the internal-external interface. However, it needs further research to support the model.

The most recent model, Balmer and Gray's model (2000) articulates the corporate identity and corporate communication process, indicating the process to create competitive advantage. It categorizes stakeholders into eleven groups, but neglects feedback roles from them. Furthermore, there is no corporate identity/corporate image interface or empirical studies to support the model.

In summary, models of corporate image suffer six limitations:

- A lack of empirical testing (except Kennedy's model and Markwick and Fill's model);

- Assume that there will be a singly held corporate image among all stakeholder groups and networks;
- Make no reference to reputation or to corporate branding in earlier models and, in some cases, to corporate identity;
- Do not take into account business to business relationships;
- Do not deal with the question of company profile; and
- Fail to note that results of corporate image may be negative, neutral, or positive.

Having defined corporate image and addressed the current research in corporate image management, the next section will identify the factors enhancing corporate image.

2.3.3 Factors enhancing corporate image

A study of the factors enhancing corporate image will serve to facilitate the development of a research model specifically for this research study. A number of corporate image formation models, reviewed in table 2.3, suggest the various factors effecting favourable corporate image formation. However, many of them are conceptual (Abratt 1989; Balmer & Gray 2000; Dowling 1986; Stuart 1998, 1999). It would appear that they require empirical studies to validate each framework. Therefore, a number of recent empirical studies are explored in this section. These include those of van Heerden and Puth (1995), LeBlanc and Ngugen (1996), Balmer and Stotvig (1997), Caruana (1997), Markwick and Fill (1997), Teng Fatt et al. (2000), Melewar, Saunders and Balmer (2001), and Gotsi and Wilson (2001b). A summary of the findings of factors enhancing corporate image from those studies, in chronological order, is illustrated in table 2.4.

Table 2.4: A summary of studies covering factors enhancing corporate image

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
Van Heerden and Puth (1995)	Exploratory self completed questionnaire survey.	Non-probability convenience sampling on university students.	NA NA	• Corporate behavior and corporate visual identity contribute to the formation of the corporate image. • Factors contributing to the corporate image of African banking institutions: dynamism, credibility/stability, customer service and visual identity. • Corporate logo can be used as an associative instrument to a semantic differential in measuring factors that determine corporate image.	• Convenience sample. • Students only. • South Africa only. • Result cannot be generalized.
LeBlanc and Ngugen (1996)	Descriptive mail survey.	Probability random sampling on over 6,000 customers of the credit union.	1,200 29%	• Factors that explain customers' perceptions of image: access to service, reputation of directors, service offering, and corporate identity. • Overview of the factors influencing corporate image formation in service: corporate identity, reputation, tangible cues, level of service and contact personnel.	• Service firm only. • Results cannot be generalized to all financial institutions because this study was conducted from customers of a credit union bank who have share stocks in the bank. *Further studies* • How image impacts on purchase. intention and customer loyalty. • Interrelationship between image and reputation. • Measuring image over time at the different stages.

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
					• Identify relationship between customer's evaluations of service value and image.
Balmer and Stotvig (1997)	Exploratory (case study) in-depth interview.	Non-probability convenience on top Management of private bank: Adam & Co., Ltd.	NA NA	• Elements forming bank's corporate identity: history, key incidents (client satisfaction and customer loyalty) and service quality. • Service quality the most likely contribution to the bank identity. • Conceptual model of integrated role of corporate identity in private banking sector.	• Qualitative. • Convenience sample.
Caruana (1997)	Exploratory focus group and survey.	Non-probability quota sampling on customers of a leading beverage firm in Maltase.	120 NA	• Develops an instrument to measure corporate reputation from consumer public perspective with high alpha reliability (0.92). • Can be used to track the evolution of the corporate reputation over time.	• Only view from the perspective of the customer public, not including other publics. • Translation problems due to original questionnaire were conducted in Maltase. • Quota sample. • Result cannot be generalized. **Further studies** • Study in different types of firm and different cultural situations.
Markwick and Fill (1997)	Descriptive mail survey.	1. Non-probability convenience sampling on potential clients of a	1. 220 2. 250 3. 16 1. 22% 2. 40%	• Introduces a framework for managing corporate identity: a corporate identity management process (CIMP). • CIMP can be developed as a result of understanding the images held of the organization by relevant stakeholders in	• Biased responses in some attributes from stakeholders. • Convenience sample. **Further studies** • Study to validate the framework. • Study the linkage between the

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
		company in the European aerospace industry. 2. Probability stratified random sampling on Engineering and administrative staff. 3. Non-probability convenience on directors and senior managers of the company.	3. 94%	order to develop sustainable competitive advantage. • Different opinion occurs from different stakeholders in each attribute: co-operativeness of company staff; professionalism of technical employees; reputation of company; quality of product; perceived problem areas; proposal price; history of meeting schedule requirements; and ability to manage subcontractors. • Identifies and tracks the corporate image held by the employees which can be seen as an image 'barometer' for customer's opinions.	components of system.
Teng Fatt et al. (2000)	Descriptive self completed questionnaire survey.	Not given. Population in Singapore.	200 NA	• Satisfaction need of stakeholders such as public, customers, employees, and investors also have an effect on corporate image.	• Small sample. • 48% of samples are students. • Result cannot be generalized. • Non-causal model used in this study, so the model cannot explain the relationship between those factors. **Further studies**

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
					• Examine the different factors affecting image and how much each factor influences corporate image. • Identify the impact of environmental factors on corporate image.
Melewar, Saunders and Balmer (2001)	Descriptive personal questionnaire interview	Non-probability quota sampling on 111 British multinational corporations with subsidiaries in Malaysia	40 (19 industrial goods, 9 consumer goods, 12 service companies) NA	• A high Corporate Visual Identity System (CVIS) provides greater effectiveness in protecting a uniform and consistent corporate visual identity. • Identifies a significant relationship between the degree of CVIS standardization and the belief in the tools as a means of protecting their identity: interior and exterior; stationery; publications; vehicles; signs; forms; advertising and promotion; packing; giveaway; and product. • Add an eighth P, publications, to the seven Ps of service marketing. • Indicate that users of global CVIS know the breath and depth of it appeal.	• Malaysia only. • There are limits for all businesses to promote a strong corporate visual identity across the extended marketing mix. **Further studies** • Suggest tracking studies of the influence of CVIS by using econometric analysis as a means of investigation. • Need further studies to understand CVIS as a strategic marketing management tool.

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
Gotsi and Wilson (2001b)	Exploratory in-depth interview	Non-probability convenience sampling on corporate reputation management consultants	7 directors NA	• Illustrates the pivotal role of staff in the corporate reputation management process. • Indicates that aligning internal practices with brand value is an important component of corporate reputation management.	• Qualitative. • Convenience sample. **Further studies** • Identify whether organizations fully take the aligning internal practices with brand value into account when managing their corporate reputation. • Assess specifically how organizations actually manage to communicate their brand values internally and align their human resource management practices with 'on-brand' targets. • Explore whether organizations recognize that a more holistic approach rather than atop-down internal communication process is required.

Source: developed for this research

The second column in table 2.4 shows the research design and data collection technique used in each study. There are four exploratory and four descriptive studies. Most of them use surveys for data collection (Caruana 1997; LeBlanc & Ngugen 1996; Markwick & Fill 1997; Teng Fatt et al. 2000; van Heerden & Puth 1995). The advantage of exploratory research is that it provides a greater understanding of a concept or crystallizes a problem (Zikmund 1997). However, this type of research does not give precise measurements nor quantification of the problem. Therefore, this paper will attempt to fill this gap by using quantitative research in order to determine the quantity and extent of phenomena for generalization purposes.

Descriptive research can be used to describe and measure phenomenon to achieve a more profound understanding of concept or problem (Zikmund 1997). Thus, the findings of the four descriptive studies adopting this approach (LeBlanc & Ngugen 1996; Markwick & Fill 1997; Melewar, Saunders & Balmer 2001; Teng Fatt et al. 2000) indicate more specific factors enhancing corporate image.

The third column in table 2.4 displays the sampling strategy and sample frame for each study. Properly taken, these samples lead to accurate portrayals of the whole population (Zikmund 1997). Nevertheless, non-probability sampling methods, such as convenience and quota sampling, were chosen by most of these researchers. Various sampling frames (for instance, university students, corporate management and customers) have been studied to identify factors enhancing corporate image. Therefore, there is a gap in this research regarding the investigation of attitudes of customer groups using a probability sampling method to protray real customer population.

The forth column illustrates sample size and response rate for each of the studies. The sample size used for each study varied widely from 7 to 1,200 persons, dependant upon the data collection method utilized. A suggested sample size of 200 to 500 will be adequate for data analysis technique in quantitative research (Hair et al. 1998; Sudman 1976). Only three studies reached this suggestion (LeBlanc & Ngugen 1996; Markwick & Fill 1997; Teng Fatt et al. 2000). Hence, sample size in the remaining studies may contain some sample error. Increasing sample size however can minimize such error (Zikmund 1997).

From the fifth column, it can be seen that a variety of factors have been found to influence corporate image including, but not limited to, dynamism of the company, credibility/stability, customer service, visual identity, access to service, reputation of directors, service offering, history, key incidents (for example client satisfaction and customer loyalty), service quality, potential clients, products, employees' role, advertising and promotion. Moreover, the satisfaction need of stakeholders, such as the public, customers, employees and investors, also effects corporate image. The number of factors per study range from one to fourteen items. Furthermore, these factors can be grouped into three categories of corporate identity mix as suggested by van Riel and Balmer (1997) and Stuart (1999): behaviour, symbolism, and communication. The behavioural factors can refer to management and employees' behaviour: reputation of directors and employee's role. Apart from management and employees' behaviour, corporate behaviour in service includes other intangibles (Balmer & Stotvig 1997; LeBlanc & Ngugen 1996; Van Heerden & Puth 1995). They are dynamism of the company, credibility/stability, customer service, access to service, service offering and key incidents. In addition, symbolic factors include visual identity and other tangibles such as products, service quality and history. The communication factors can also refer to advertising and promotion.

In summary, the eight studies demonstrate factors that enhance corporate image. They can be broadly categorized into three parts that make up corporate identity mix. Howard (1998) argued that corporate image comprises all of the visual, verbal and behavioural elements that make up an organization. In addition, Fombrun (1996) identified six main predictors of company reputation: company size, profitability, advertising, charitable communication, visibility in the media, and volatility. Five factors influencing corporate formation in service suggested by LeBlanc and Ngugen (1996) are corporate identity, reputation, tangible cues, level of service and contact personnel. However, many of the reviewed studies used non-probability or convenience sampling techniques so the results cannot be generalized (van Heerden & Puth 1995; Balmer & Stotvig 1997; Caruana 1997; Markwick & Fill 1997; Melewar, Saunders & Balmer 2001; Gotsi & Wilson 2001b; Teng Fatt et al. 2000) as shown in the sixth column. Furthermore, many of the reviewed studies were conducted in service industries (van Heerden & Puth 1995; LeBlanc & Ngugen 1996; Balmer & Stotvig 1997; Gotsi & Wilson 2001b) so the results cannot be generalized to the consumer goods industry. The authors' suggestions for further research are identified in column 6 as well.

Now that societal marketing and corporate image concepts have been reviewed, the immediate discipline of this research, that is, the impact of societal marketing on corporate image, can be addressed.

2.4 Impact of societal marketing on corporate image

This section briefly reviews the impact of societal marketing on corporate image. Firstly, an overview of attitude is presented. This is followed by a review of consumer attitudes toward corporate image after the implementation of a societal marketing program, utilizing both industry surveys and empirical studies. Finally, the relationship between demographic factors and corporate image is identified.

2.4.1 Consumer attitudes toward corporate image after implementation of a societal marketing program

An attitude toward a company is incorporated into conceptualizations of that company's image (Barich & Kotler 1991; Brown & Dacin 1997; Cohen 1963; Dowling 1986; LeBlanc & Nguyen 1996; Pharoah 1982). The definition of attitude then need to be clarified before findings on consumers' attitudes toward corporate image after the implementation of a societal marketing program, can itself be reviewed.

The concept of attitude is clearly an important one, as attitudes, under some circumstances, guide behaviour (Fazio 1990; Fazio & Zanna 1981). Attitudes are said to develop over time through a learning process affected by reference group influences, past experience and personality (Assael 1981). Initial attitudes were found to be the most potent predictor of final attitudes toward an organization (Pashupati, Arpan & Nikolaev 2002). Attitude theory suggests that attitudes that are specifically related to a particular behavior should be better predictors of that behavior than general attitudes (Ajzen & Fishbein 1980).

Attitudes are composed of the three elements: affective, cognitive and behavioural (Breckler 1984; Oppenheim 1992; Hawkins, Best & Coney 1998). The process of evaluation for attitude formation is viewed as being based upon three general sources of information (i) cognitive information (for example beliefs about the attitude object), (ii) affective information (for example feelings about the attitude object), and (iii) information concerning past behaviours or behavioural intentions (Zanna & Rempel 1988). In addition, Zanna and Rempel (1988) have stated that consistency across the different sources is not necessary and that an individual may have more than one attitude toward a stimulus object.

Both affective and cognitive information served as important determinants of attitudes (Haddock & Zanna 1993). Cognitive and affective mediations were traditionally viewed as rivals (Eagly & Chaiken 1993; Fishbein & Ajzen 1975; Gorn 1982; Middlestadt 1990), while empirical data from Kim, Lim and Bhargava (1998) has indicated that both mediational processes can occur concurrently and may work together to shape attitudes. Moreover, affect plays as important or more important a role than the belief mechanism in attitude formation (Kim, Lim & Bhargava 1998; Simons & Carey 1998). Whereas Kempf (1999) argues that attitudes toward other objects rely more on cognition than affect.

The behavioural component is the tendency to behave in a particular way towards people, events, actions, etc, which is determined by affective and cognitive components (Breckler 1984; Oppenheim 1992). Some more popular definitions of attitude are presented in table 2.5.

Table 2.5: Definitions of attitude

Author & year	Definitions
Fishbein and Ajzen 1975	Attitude can be described as a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object.
Cacioppo, Harkins & Petty 1981	An attitude refers to a general and enduring favorable or unfavorable feeling about an object or issue.
Zanna and Rempel 1988	An attitude is viewed as an overall categorization of a stimulation of a stimulus object along an evaluative dimension.
Atkinson et al. 1990	Attitudes are likes and dislikes- affinities for aversions to objects, persons, groups, situations or any other identifiable aspects of the environment, including abstract ideas and social policies.
Oppenheim 1992	An attitude is a state of readiness, a tendency to respond in a certain manner when confronted with certain stimuli.
Hawkins, Best and Coney 1998	An attitude is an enduring organization of motivational, emotional, perceptual and cognitive process with respect to some aspect of our environment.
Stevens et al. 2000	Attitudes refer to a person's feelings, convictions, or liking for an object, idea or individual.

Source: developed for this research

Next, the findings of both industry surveys and past empirical research on the impact of societal marketing programs on consumers' attitudes regarding corporate image are reviewed. According to the Chicago-based International Event Group, societal marketing by companies in the United States increased turnover 504 percent from 1990 to an estimated $630 million in 1999 (Cone 1999) and an estimated $828 million in 2002 (Porter & Kramer 2002). More companies than ever before are backing corporate social responsibility initiatives, such as corporate philanthropy, cause-related marketing, minority support programs and socially responsible employment (Drumright 1994; Smith 1994; Varadaraja & Menon 1988).

Societal marketing and related concepts have more strength than other traditional marketing forms because they involve the emotional and rational engagement of the consumer (Sue 1999). Societal marketing engages the consumer's mind and then has the potential to create a stronger and more enduring relationship. Some research suggested that there is a positive relationship between a company's societal marketing actions and consumers' attitudes toward that company and its products (Brown & Dacin 1997; Creyer & Ross 1997; Ellen, Mohr & Webb 2000; Sen & Bhattacharya 2001).

Hence, a growing number of marketplace polls attest to the positive effects of societal marketing and its related forms on consumer attitudes and behaviour throughout various countries (Business in the community 1997, 1998; Cone Inc. 2000; Cone/Roper communications 1994, 1999; Cavill + Co 1997 a, 1997 b; Jayne 2001). Those survey results, from four countries are summarized in table 2.6, with the first column showing consumer groups in various countries. Consumer attitudes toward companies supporting a cause and toward societal marketing are illustrated respectively in the second and third columns in table 2.6.

Table 2.6: Summary of results of consumer attitudes toward companies implementing societal marketing and toward implementation of societal marketing practices

Consumer groups	Consumers having a positive image of a company that supports a cause that they care about.	Consumers believing societal marketing should be a standard business practice.
US adults (1994)	85%	74%
US adults (1999)	83%	64%
Australian adults (1997)	Not given	88%
UK adults (1997)	86%	83%
New Zealand adults (2000)	85%	94%
US teens (1999)	89%	Not given
US teens (2000)	91%	Not given

Source: adapted from Business in the community (1997, 1998), Cone Inc. (2000), Cone/Roper communications (1994, 1999), Cavill + Co (1997a, 1997b) and Jayne (2001)

It can be noted from the third column of table 2.6 that consumers in various countries showed overwhelming support for societal marketing and felt that societal marketing should be a standard business practice. Moreover, the second column shows that consumers have a positive image of a company which supports a cause that they care about. This is particularly true for US teens. Related research results from 'the corporate survey II 1998', conducted by Research International, supports that 83 percent of marketing directors in the United Kingdom also feel that cause-related marketing can enhance corporate image (Sue 1999). Additionally, the findings from Bennett (1998) in France, Germany and the United Kingdom illustrate that executives believed that corporate philanthropy enhanced corporate image. Therefore, corporate social responsibility is no longer viewed as just a ‘nice thing to do’. Consumers expect companies to pursue social causes on top of making profit (Whitaker 1999).

Consumer expectations of corporate social responsibility set guidelines for the firm’s marketing strategy and, in particular, promote the use of societal marketing techniques. Societal marketing strategies tend to make consumers identify a product with a cause they advocate. Societal marketing effectively enhances corporate image since it is also an effective way of differentiating the product and increasing loyalty (Sue 1999). Despite tremendous growth of this practice, societal marketing and related concepts have received limited academic attention (Berger, Cunningham & Koziets 1999; Ross & Patterson 1992). However, a review of recent empirical studies that do exist in this field is provided in table 2.7. Seven empirical research studies are summarized in chronological order (Ross & Patterson 1992; Davis 1994; Web & Mohr 1998; Morton 1999; Webb 1999; Madrigal 2000; Sen & Bhattacharya 2001).

Table 2.7: A summary of studies covering consumer attitudes toward corporate image after implementation of a societal marketing program

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
Ross and Patterson (1992)	Descriptive personal interview questionnaire.	Non-probability convenience sampling on US adults in a major metropolitan area in the Southwestern United States.	238 NA	• Favorable attitudes toward both sponsoring firm and the cause. • Local cause advertising brings slightly more favourable attitudes toward both the firm and the cause than national cause advertising. • Females more favorably inclined than males toward firm.	• Convenience samples so result cannot be generalized. *Further studies* • Explore sex role and prosocial behavior theories to explain why women are more favorable towards cause-related than men. • Investigate a model of consumer behaviour that allows for interaction of attitudes and perceptions toward the product, firm and the cause. • Compare multiple firms, products and/or causes to determine which ones elicit the most favorable responses. • Examine attitudes toward ‘additional philanthropic giving’ once the consumer has donated through a cause-related purchase. • Conduct experiments that require actual product purchases, comparing regular purchases to those using cause-related marketing.
Davis (1994)	Exploratory self completed questionnaire survey.	Non-probability convenience sampling on students at a	214 NA	• Corporate advertising can exert influence on attitudes toward a corporation and its	• Convenience samples so result cannot be generalized.

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
		large Western university.		product. • Environmentally theme corporate advertising has potential to accomplish goals if focus of ad reflects current perceptions of the corporation.	
Webb and Mohr (1998)	Exploratory in-depth interview.	Non-probability judgment sampling on consumers in and around a major metropolitan region.	44	• Approximately half of sample presented positive attitudes and half expressed reservations. • Consumers responded to cause-related marketing. • Four types of consumers respond to cause-related marketing: skeptics, balancer, attribution-oriented and social concerned.	• Qualitative so results cannot be generalized. *Futher studies* • Conduct a large-scale survey that measures the impotence of each factor for consumer evaluations of cause-related marketing (CRM). • Suggest various propositions for future research such as positive relationship between the perceived fairness of CRM campaign and consumer responses to the campaign.
Morton (1999)	Experimental personal interview questionnaire.	Non-probability convenience sampling on non-student, adult subjects.	155 NA	• Firms associated with a social issue evaluated differently. • No difference in attitudes toward the social issue. • Negative pre-dispositions enduring even after being	• Convenience samples so result cannot be generalized. • Does not account for the time lag that may exist between the condition and test stimuli. • Only insurance industry. *Futher studies*

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
				presented with advertising messages that contradict the original impression.	• Determine how the other attribute variables except altruism, trustworthiness and business expertise, affect consumer attitudes. • Investigate how the presence of media counterarguments and media frequency affect attributes toward the company following exposure the corporate social advertising stimuli. • Investigate how variables related to source effects- the media vehicle, media organization, or advertising communication source- influence- audience attitudes. • Examine audience attitude toward corporation and social issue when the link between issue and advocate is less conspicuous. • Investigate how the relationship between issue and audience influences attitudes about corporate social advertising.
Webb (1999)	Experiment self completed questionnaire survey.	Probability random sampling on 1,523 employees of Georgia State university.	193 42 %	• Personal relevance of cause has most influence in determining consumer response to cause-related (CRM) offers.	• Results cannot be generalized to general population due to higher education level than normal propotional population. • Artificially induced.

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
				• Positive perception of CRM offers. • No significant difference for the offer and firm when CRM is included in the ad. • Significantly improves purchase behaviour.	*Further study* • Examine the variables influencing consumer processing of ads with a social component and their impact on perceptions and behavioural intention. • Examine a better understanding of the role of personal characteristics in processing CRM and other social marketing communications. • Conduct qualitative research to identify the variables used to categorize prosocial marketing communications and to determine specific attributes of such promotions which evoke inferred belief from memory. • Examine differences between moderate compatibility and the extremes of compatible and incompatible firm-NPO alliances.
Madrigal (2000)	Experimental personal questionnaire interview.	Non-probability convenience sampling on university students.	297 NA	• Corporate associations of excitement and environmental friendliness directly predict company evaluation and specific product responses. • The perceived fit between the new product and the	• Convenience samples so result cannot be generalized. • Does not manipulate perceived fit. • Uses only one product. *Further study* • Examine the effects reported by using different products with different levels of fit.

Authors	Research design & data collection	Sampling strategy & sample frame	Sample size & response rate	Results of study	Limitations of study & further research
				company's image moderates the set of relationships.	• Examine whether the results reported can be duplicated by using other specific corporate alignments such as athletic and cultural sponsorships.
Sen and Bhattacharya (2001)	Experimental personal questionnaire interview.	Non-probability convenience sampling on MBA students.	1. 277 100% 2. 345 92%	• Positive effect of corporate social responsibility (CSR) initiative on company evaluations mediates the perceptions of self-company congruence and moderates support of CSR domain. • Company evaluations are more sensitive to negative than positive CSR information.	• Convenience samples so result cannot be generalized. • Laboratory research investigations such as sequence, time-interval, and multiple-exposure effects in consumer responses to a company's CSR and product information. *Further study* • Focus on elucidating CSR domain-specific differences in both CSR support and CSR-corporate ability belief. • Investigate the conditions under which consumers strongly identify with organizations in the marketplace.

Source: developed for this research

The second column in table 2.7 shows the research design and data collection technique utilized in each study, with one descriptive, two exploratory and four experimental designs. Most studies use personally administered questionnaires for data collection (Ross & Patterson 1992; Morton 1999; Magrigal 2000; Sen & Bhattacharya 2001). Webb and Mohr (1999) used in-depth interviews to gain an understanding of consumer response to cause-related marketing. The advantage of experimental research is that it allows the researcher to control the research situation so that causal relationships between variables may be evaluated (Zikmund 1997). However, further descriptive studies should be conducted under more natural conditions and with larger sample sizes in order to confirm these results. This paper will attempt to fill this gap.

The third column in table 2.7 indicates the sampling strategy and sample frame for each study. All of them, except Webb (1999), use a non-probability sampling method, namely convenience sampling. University students, university employees and adult consumers have been studied to identify consumer attitudes toward the corporate image after implementation of a societal marketing program.

The fourth column demonstrates sample size and response rate for the studies. The sample size used for each study varied from 44 to 297 persons, depending on the data collection technique applied. Some studies did not give a response rate.

From the fifth column, which shows the results of those surveys, it appears that most consumers have a positive image of a company that supports a cause that they care about (Davis 1994; Madrigal 2000; Morton 1999; Webb 1999; Web & Mohr 1998; Ross & Patterson 1992; Sen & Bhattacharya 2001). The qualitative findings from Webb and Mohr (1998) identify four types of consumer response to societal marketing: skeptics, balancers, attribution-orientated and the socially concerned. Skeptics show a negative response to societal marketing, whereas balancers indicate a positive attitude towards a firm's involvement in societal marketing, desiring to help a cause with a comminment to purchase a firm's product. Attribution-oriented groups consider, more importantly than do other groups, the motives behind a firm's involvement when determining their responses to societal marketing. The socially concerned group indicates a positive response to societal marketing offers primarily driven by their concern for and desire to help causes about they care.

Regarding the variety of social causes offered by corporations, no difference in consumer attitudes existed, based on the findings from Morton (1999). However, results from Ross and Patterson (1992) show that local cause advertising brings a more favourable attitude toward the firm than national cause advertising. Additionally, negative corporate social responsibility information has more impact on company evaluations than positive information (Sen & Bhattacharya 2001). The personal relevance of a cause has the most influence in determining a consumer's response to societal marketing offers (Webb 1999).

In summary, the seven studies illustrate that most consumers prefer to support societal marketing campaigns. However, most of the reviewed studies, except for Webb's study, used non-probability or convenience sampling methods. Hence, the results cannot be generalized as shown in the sixth column of table 2.7. In addition, column 6 provides the authors' suggestions for further study as well. This paper attempts to find out whether consumers' attitudes in a Thai context support this societal marketing concept or not. In the next section, the influence of consumer demographic factors on corporate image after implementation of a societal marketing program will be addressed.

2.4.2 Consumer demographic factors and corporate image after implementing of a societal marketing program

This section will attempt to provide an overview of the influence that consumer demographic factors have on corporate image after implementation of a societal marketing program. First, a generally accepted definition of demographics is provided. Then, the findings from both industry surveys and empirical studies are discussed. Finally, a summary of these effects is made.

Demographics refer to size, structure and distribution of a population (Hawkins, Best & Coney 1998). Size refers to the number of individuals in the society, while structure describes the society in terms of age, sex, income, education and occupation. Distribution refers to the physical location of individuals in terms of geographic region and rural suburban or urban location. Kotler (2000) however, identifies demographics more specifically as being comprised of age, family size, gender, income, occupation, education, religion, race, generation, nationality and social class. Each of these variables can influence how individual consumers think, feel and behave (Hawkins, Best & Coney 1998; Kotler 2000).

Consumer evaluation of corporate societal image is affected by consumer individual characteristics (Maignan & Ferrell 2001). The results from recent consumer surveys indicated that consumer's demographic characteristics, such as gender, age and income level, influence their attitudes toward corporate societal image (Cone Inc. 2000; Kaplan 2002). However, limited empirical evaluations of the effect of demographic variables on consumer attitudes regarding corporate image after implementation of societal marketing exist. An overview of demographic characteristics and their influence, such as gender, age, education, income and marital status, on corporate image perception is summarized in table 2.8.

Table 2.8: A summary of research regarding the demographic effects on corporate image after implementation of a societal marketing program

Authors	Research Topic	Results
Ross and Patterson (1992)	Consumer perceptions of organizations that use cause related marketing.	• Females more favourable towards firm using cause-related marketing (CRM) than males. • CRM had a positive influence on respondents' willingness to buy the firm's products, particularly among respondents who had children. • Married and single respondents show slightly difference.
Zimmer, Stafford and Stafford (1994)	Green issues: dimensions of environmental concern.	• Income shows a relationship to environmental concern.
Robert and Bacon (1997)	Exploring the subtle relationships between environmental concern and ecologically conscious consumer behavior.	• Income shows a relationship to environmental concern.
Webb and Mohr (1998)	Typology of consumer response to cause related marketing.	• Women are the largest proportion of 'balancers', being positive toward firm involvement in CRM. • Men are the largest proportion of 'attribution-oriented', considering motives behind firm involvement in determining response to CRM. • Highly educated and high income groups are major part of 'socially-concerned', responding positively to CRM offers driven primarily by concern about and desire to help causes about which they care.
Berger, Cunningham and Koziets (1999)	Consumer persuasion through cause related marketing advertising.	• Females tend to have more positive attitudes toward cause-claims.
Goldberg (1999)	Corporate image: business competency vs. social conscience.	• The effects of social conscience greater for older participants (for example over 30). • The effects of social conscience on social performance greater for better-educated participants, i.e., those with at least a college education. • Marital status did not have any effect.
Ozanne, Humphrey and Smith (1999)	Gender, environmentalism and interest in forest certification: Mohai's paradox revisited.	• Women more environmentally concerned than men did.
Straughan and Roberts (1999)	Environmental segmentation alternative: a look at green consumer behaviour in the new millennium.	• Age, sex and academic classification of college students significantly correlated with ecologically conscious consumer behaviour.
Webb 1999	Consumer attributions regarding cause related marketing	• Female participants evaluate firms more favourable than males.

Authors	Research Topic	Results
	offers and their impact on evaluations of the firm and purchase intention.	
The second annual Cone / Roper cause-related teen survey (2000)	Teen attitudes toward cause related marketing.	• US girls more likely than boys to tell friends about companies that support causes (91% vs. 80%). • Girls more likely than boys to feel companies are not doing enough to impact social issues (77% vs. 62%). • US teens value companies and products that support causes (91%).
Peppas and Peppas (2000)	Business ethic in the European Union: a study of Greek attitudes.	• Unlike findings in other EU countries, attitudes of Greek students in this study, not affected by gender or age.
McWilliams (2001)	Corporate social responsibility: A theory of the firm perspective.	• Greater household incomes show more social awareness.
Kaplan (2002)	Study explores consumer attitude on sponsorship.	• Women would buy a product, if its maker sponsored a good cause, more than men did. • Younger consumers are more influenced by sponsorship. • Affluent consumers tend to notice sponsorships more, but mid-market viewers are more likely to buy product from a sponsor.

Source: developed for this research

In table 2.8, eleven studies and two industry surveys conducted since 1992 have been briefly reviewed in chronological order by research topic and results to demonstrate the influence of consumer demographic factors on corporate image. The research topics in table 2.8 cover consumer response to societal marketing in terms of their perception of the corporate image, corporate societal marketing advertising, company evaluations and business ethics.

An examination of past research on societal marketing suggests that a number of demographic variables are likely to have a relationship with consumer's evaluation of corporate image. As a result, the findings in table 2.8 categorize demographic variables, which may or may not influence corporate image into five areas: gender, age, education, income and marital status. These areas can be expounded as follows:

1. In most studies, the *gender* of consumers tended to be related to consumer attitudes toward corporate image (Berger, Cunningham & Koziets 1999; Cone Inc. 2000; Kaplan 2002; Ozanne, Humphrey & Smith 1999; Ross & Paterson 1992; Webb 1999; Webb & Mohr 1998; Straughan & Roberts 1999). Female participants showed a propensity to favour firms supporting a social cause more than male participants did. Only one study showed contradictory results (Peppas & Peppas 2000), which showed that consumers' attitudes were not related to gender.

2. Consumer *age* was shown to have a relationship to consumer attitudes toward corporate image, however with no consistent pattern. The studies conducted by Goldberg (1999) and Straughan and Roberts (1999) concluded that older consumers responded more favourably to societal marketing, while a survey from the United States showed that US teens value companies implementing societal marketing more than adults, 91% vs. 83% (Cone Inc. 2000; Cone/Roper communications 1997). However, the findings from Peppas and Peppas (2000) identify that age did not show any influences on consumer attitudes.

3. *Education level* of consumer tends to be related to consumer attitudes on corporate image. Higher educational levels were connected to more positive responses to societal marketing (Goldberg 1999; Webb & Mohr 1998; Straughan & Roberts 1999; Zimmer, Stafford & Stafford 1994).

4. Consumer *income* shows a relationship to corporate image (Kaplan 2002; McWilliams 2001; Webb & Mohr 1999; Robert & Bacon 1997; Zimmer, Stafford & Stafford 1994). High-income groups generally respond better to societal marketing programs. However, the study form Straughan and Roberts (1999) showed no relation between income and corporate image.

5. *Marital status* shows a slight relationship to corporate image (Ross & Patterson 1992). Married respondents have more positive attitude toward societal marketing programs than single respondents do. Nevertheless, Goldberg (1999) finds no correlation at all.

In summary, females tend to have more positive attitudes toward firms implementing societal marketing than males. Additionally, highly educated and higher income consumers were shown to be more favourable to companies supporting causes. Nevertheless, the influence of age on attitudes toward firms implementing societal marketing is still controversial. Marital status was shown to have a slight relationship, but the scarcity of research on this demographic factor makes the results inconclusive. Maignan and Ferrell (2001) argue that consumer evaluation of corporate societal image is affected by the interaction between consumer individual characteristics and features of corporate social responsibility communications. Due to the limited availability of studies conducted on demographic influences on corporate image, the results presented in table 2.8 are inconclusive and cannot be generalized.

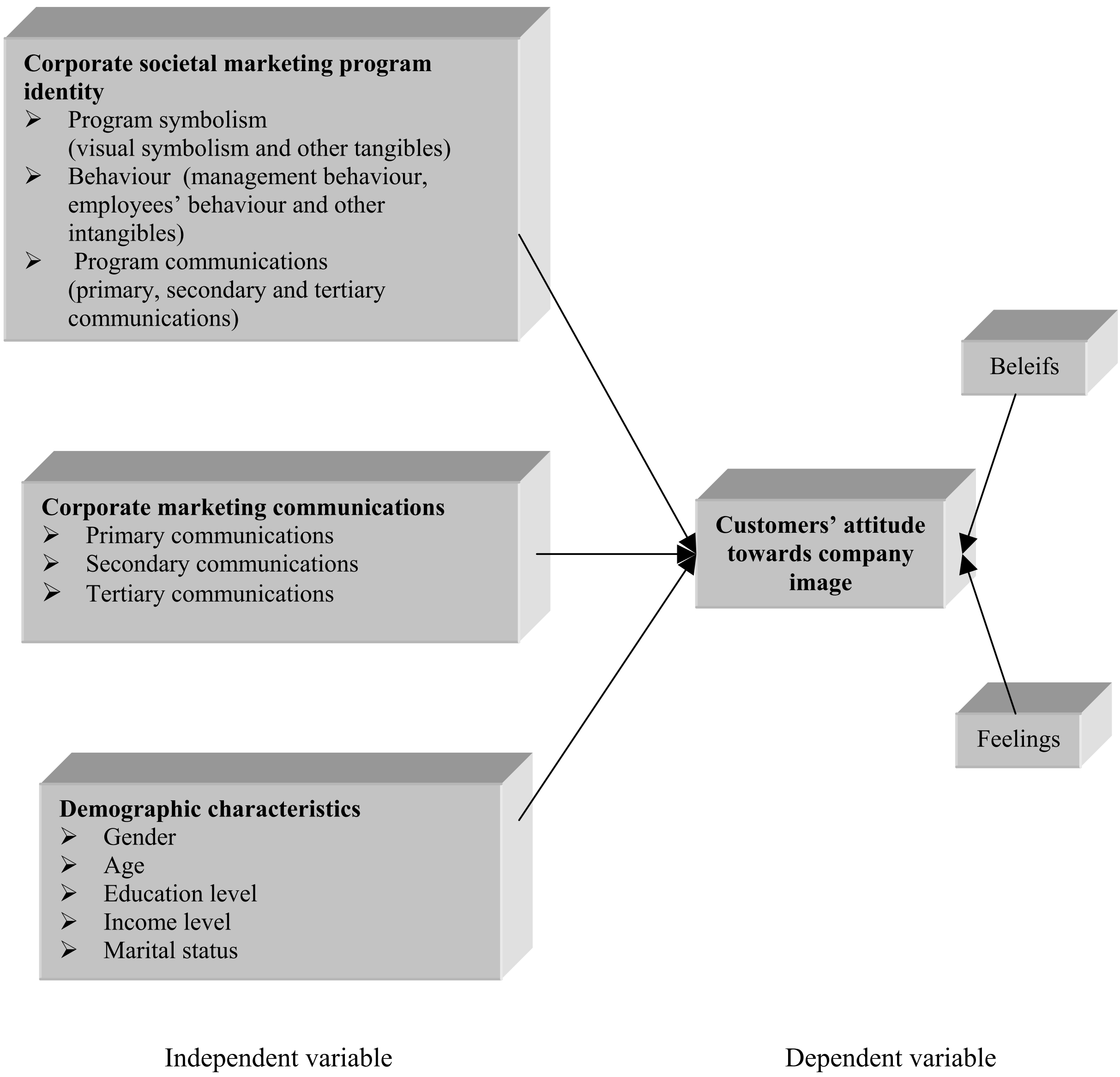
Therefore, this paper will explore the effects of demographics of Thai consumers upon the corporate image after implementation of a societal marketing campaign. Having defined the impact of societal marketing on consumer attitudes regarding corporate image and the influence of demographic factors toward corporate image after implementation of a societal marketing program, the next section will address the preliminary theoretical research model.

2.5 The preliminary theoretical model

The preliminary theoretical model for this paper is developed in this section, based on the literature reviewed in sections 2.2 through 2.4 above. First, Cornelissen's model (2000), Balmer and Gray's model (2000) and Stuart's model (1999) are used to develop the conceptual framework for this study. Following on from this, the hypotheses for this study will be identified.

A preliminary model of the impact of societal marketing on attitudes toward corporate image is presented in figure 2.2, based on models from Cornelissen (2000), Balmer and Gray (2000) and Stuart (1999) and as shown in appendix 2.1 and appendix 2.2. A societal marketing program identity, corporate marketing communications and customer demographic factors are established as the independent variables for this research. The dependent variable is customers' attitude towards the corporate image of the organization.

Figure 2.2: A preliminary model of the impact of societal marketing on customer's attitude towards corporate image



Source: developed for this research based on Stuart (1999), Balmer and Gray (2000) and Cornelissen (2000)

The conceptual framework for this study as shown in figure 2.2 proposes that customers' attitude towards corporate image is impacted upon by corporate societal marketing identity, corporate marketing communications and customer demographics. Corporate societal marketing identity is itself comprised of three major parts: symbolism, behaviour of management and employees and finally communications (Stuart 1999). Elements of symbolism include visual identity and other tangibles such as products, service offering, service quality and history (Balmer & Stotvig 1997; LeBlanc & Ngugen 1996). Apart from management and employees' behaviour, corporate behaviour in service includes other intangibles (Balmer & Stotvig 1997; LeBlanc & Ngugen 1996; Van Heerden & Puth 1995).

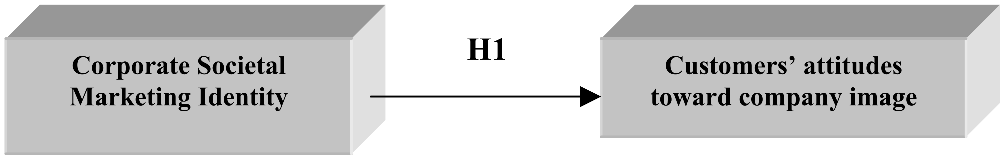
According to Balmer and Gray's model (2000), there are three types of communications: primary, secondary and tertiary. Primary communication refers to products and services, market behaviour, behaviour toward employees, employee behaviour toward other stakeholders and non-market behaviour. Secondary communication is identified as a system for visual identification and formal corporate communications (advertising, public relations, graphic design, sales promotion, etc.). Tertiary communication refers to word-of-mouth, media interpretation and competition. Regarding dempographic characteristics, they are composed of gender, age, educational level, income level and marital status.

Virtually all framworks proposed for corporate image (Balmer & Gray 2000; Barich & Kotler 1991; Fombrun 1996; Stuart 1999) posit that a company has multiple audiences or constituencies such as customers, employees, shareholders, the business community, government, etc. This study will focus only on attitudes regarding company image by customers. Regarding such attitude, only the feeling and belief components are explored as they serve as important determinants of attitude formation (Haddock & Zanna 1993; Kim, Lim & Bhargava 1998).

Customer attitudes toward firms implementing a societal marketing program. As reviewed in section 2.4.1, both industry survey results shown in table 2.6 and past empirical studies presented in tables 2.7 have demonstrated that consumers have a positive image of a company supporting a cause that they care about (Business in the community 1997, 1998; Cavill + Co 1997 a, 1997 b; Cone Inc. 2000; Cone/Roper communications 1994, 1999; Davis 1994; Jayne 2001; Madrigal 2000; Morton 1999; Ross & Patterson 1992; Webb 1999; Web & Mohr 1998; Sen & Bhattacharya 2001). Based on the results of these studies, the hypothesis relative to Thai customers' attitudes, as illustrated in figure 2.3, are:

H1: Consumers will have a positive attitude towards a corporation that implements a societal marketing program.

Figure 2.3: A conceptual framework for H1 hypothesis as drawn from the preliminary model

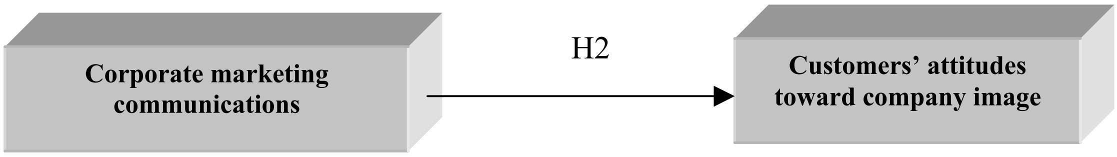


Source: developed for this research

Corporate marketing communications and corporate image. An examination of past literature on corporate communications suggests the existence of three kinds of communications likely to affect consumer's evaluation of corporate image. It can be seen in table 2.4 that a variety of corporate communications have been found to influence corporate image including, but not limited to, customer service, visual identity, access to service, reputation of directors, service offering, history, key incidents (for example client satisfaction and customer loyalty), service quality, products, employees' role, advertising and promotion (Balmer & Stotvig 1997; Markwick & Fill 1997; LeBlanc & Ngugen 1996; van Heerden 1995). Based upon these studies, the second hypothesis, as illustrated in figure 2.4, are:

H2: Corporate marketing communications will influence consumers' attitude towards corporate image.

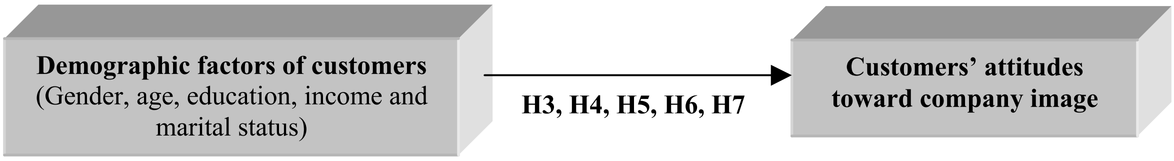
Figure 2.4: A conceptual framework for H2 hypothesis drawn from the preliminary model



Source: developed for this research

Demographic factors and corporate image. Although empirical studies of relationship between corporate image and demographic variables, such as age, gender, educational level, income and marital status, remain relatively limited, the reviewed studies in table 2.8 show some relationships as follows:

Figure 2.5: A conceptual framework for H3, H4, H5, H6 and H7 hypotheses as drawn from the preliminary model



Source: developed for this research

Gender and corporate image. The *gender* of consumers tended to correlate with consumer attitudes toward the corporate image (Berger, Cunningham & Koziets 1999; Cone Inc. 2000; Ozanne, Humphrey & Smith 1999; Ross & Paterson 1992; Webb 1999; Webb & Mohr 1998; Straughan & Roberts 1999). Females show a more favourable attitude toward firms supporting a social cause than males. However, the empirical study from Peppas and Peppas (2000) indicated no relationship between them. Based on these findings, the third hypothesis relative to Thai consumers' attitudes, as illustrated in figure 2.5, is:

H3: Female consumers will have a more positive attitude towards a firm implementing a societal marketing program than will men.

Age and corporate image. Consumer *age* was shown to have a relationship to consumer attitudes toward corporate image (Goldberg 1999; Kaplan 2002; Straughan & Roberts 1999). However, the relationship between age and corporate image are controversial. The US survey results showed that teens value companies implementing societal marketing more than adults (Cone Inc. 2000; Cone/Roper communications 1997), whereas older consumers responded more favourably to societal marketing in other studies (Goldberg 1999; Straughan & Roberts 1999). Nevertheless, the finding from Peppas and Peppas (2000) identified no relationship between them. Based on these findings, it is suggested that the forth hypothesis, as illustrated in figure 2.5, be:

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

Educational level and corporate image. The *educational level* of consumers appears to influence consumer attitude toward corporate image. The findings from Webb and Mohr (1998) and Goldberg (1999) showed that respondents with higher educational levels tended to show a more positive response to societal marketing. Based on the results of these studies, the fifth hypothesis, as illustrated in figure 2.5, is:

H5: Consumers with a higher educational level will tend to have more positive attitudes towards a firm that implements a societal marketing program than will those of a lower educational level.

Income and corporate image. Consumer *income* appears to be related to corporate image. Higher income groups responded better to societal marketing (Webb & Mohr 1999; Straughan & Roberts 1999). Based on these findings, the sixth hypothesis regarding Thai consumers' attitudes, as illustrated in figure 2.5, is:

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

Marital status and corporate image. Marital status of consumers was shown to have a slight relationship to corporate image (Ross & Patterson 1992) while Goldberg (1999) found no correlation. However, the scarcity of research on this demographic factor makes the results inconclusive. Based on this finding, the seventh hypothesis, as illustrated in figure 2.5, is:

H7: Married consumers will have a more positive attitude towards a firm implementing a societal marketing program than will the single.

In this section, seven hypotheses regarding corporate societal marketing identity, corporate societal communications and demographic variables are summarized, seen here in table 2.9.

Table: 2.9: A summary of hypotheses for this study

No.	Hypotheses
H1	Consumers will have a positive attitude toward a corporation that implements a societal marketing program.
H2	Corporate marketing communications will influence consumers' attitude toward corporate image.
H3	Female consumers will have a more positive attitude toward a firm implementing a societal marketing program than will men.
H4	Younger consumers will have a more positive attitude towards a firm implementing a societal marketing program than will older consumers.
H5	Consumers with a higher educational level will tend to have more positive attitudes toward a firm that implements a societal marketing program than will those of lower educational level.
H6	Consumers with a higher income will tend to have more positive attitudes toward a firm that implements a societal marketing program than will those of lower income.
H7	Married consumers will have a more positive attitude toward a firm implementing a societal marketing program than will single ones.

Source: developed for this research

2.6 Conclusions

This chapter has provided a context for understanding the impact of societal marketing programs on consumer attitudes toward corporate image by reviewing the extant literature. It was organized into six sections: introduction, societal marketing, corporate image, the impact of societal marketing on corporate image, the preliminary theoretical model and conclusions.

In section 2.2, an overview demonstrating the importance of societal marketing was given. In addition, definitions of societal marketing and related terms were reviewed. Following this, a review of the effects of societal marketing programs and related forms on consumer attitudes was provided. Twenty-two recent research studies in this field were reviewed with the key finding that, societal marketing effects on consumer attitudes can be categorized into three major areas regarding corporate image, product image and purchase intention or brand choice.

In section 2.3, a definition of corporate image for this paper was derived from a review of generally accepted definitions. Additionally, varying definitions closely related to corporate image, such as corporate reputation and corporate identity, were discussed. Then, seven corporate management models from the last three decades were reviewed and discussed. These models suffered six limitations, the most significant of which was a lack of empirical testing. Following this, eight studies covering factors enhancing corporate image were explored. The findings demonstrated the factors which could be categorized into three major parts and which constituted corporate identity mix: respectively symbolism, behaviour and communications. However, the results from most of these studies could not be generalized.

In section 2.4, a review of consumer attitudes toward corporate image after implementation of a societal marketing program by using both seven industry surveys and seven empirical studies was presented. Results from these studies illustrate that most consumers did indeed preferred to support societal marketing programs. However, the results from most of these studies could not be generalized due to their non-probability sampling methods. Following this, the relationship between consumer demographic factors and corporate image implementation of a societal marketing program was identified. Research in this field remains relatively limited. The findings from two industry surveys and eleven empirical studies conducted over the past few years demonstrated the existence of a number of demographic factors, such as gender, age, educational level, income and marital status, as being likely to have a relationship to consumer evaluation of corporate image.

In section 2.5, the preliminary theoretical model for this paper, based on a review of the literature and industry survey results, was developed. Additionally, seven hypotheses in terms of corporate societal marketing identity, corporate societal communications and demographic variables were presented.

3 EXPLORATORY RESEARCH

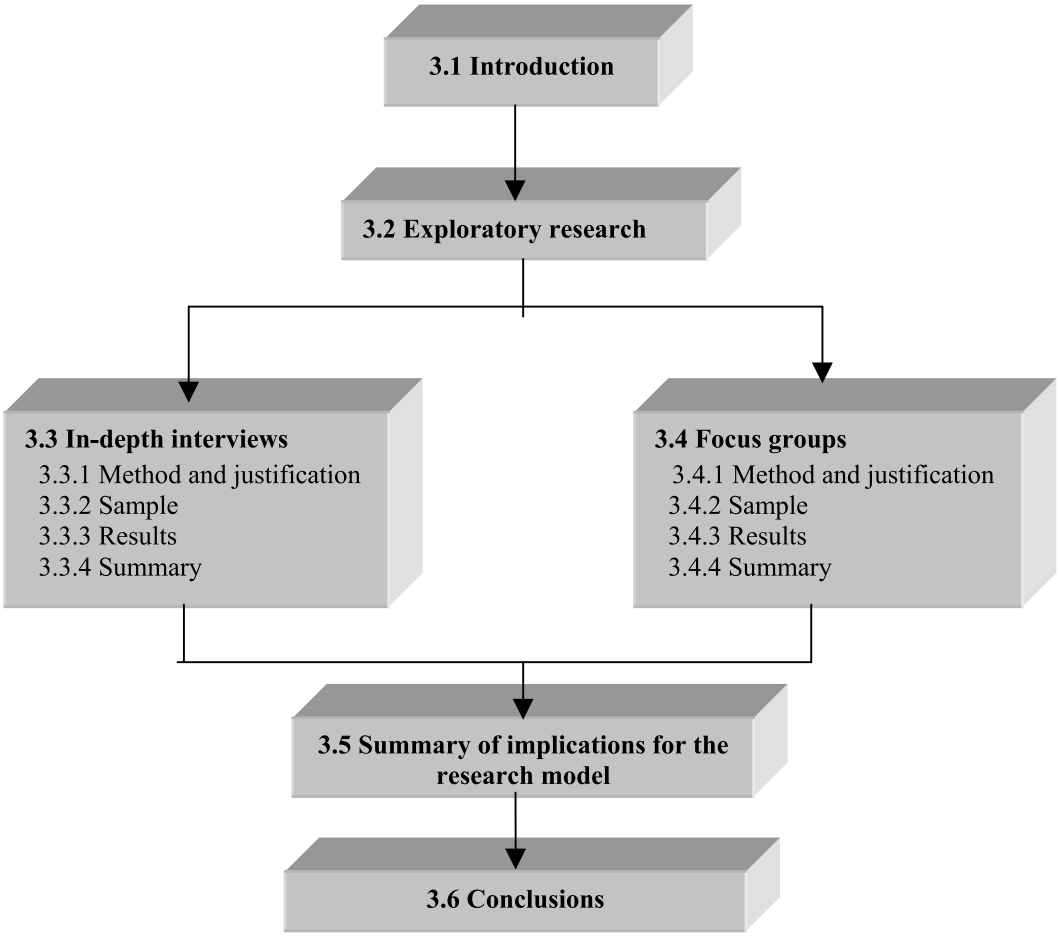
3.1 Introduction

The purpose of this chapter is to report the exploratory research used to further refine the preliminary research model developed in chapter 2 based on the literature review. As the preliminary research model was based on American and other foreign studies, further exploratory research in a Thai context was necessary.

This chapter is organized into six sections as shown in figure 3.1. In section 3.2, the use of exploratory research is justified. Section 3.3 describes the first phase of exploratory research: three in-depth interviews with the management of a firm implementing a societal marketing program, including justification, method, results and summary. Next, section 3.4 describes the second phase of exploratory research: the four focus groups of customers of a firm implementing a societal marketing program, again including justification, method, results and summary. Based on the findings from these two phases, implications for the research model regarding the Thai context are then summarized in section 3.5. Finally, conclusions are drawn in section 3.6.

Figure 3.1

Outline of chapter 3



Source: developed for this research

3.2 Exploratory research

Exploratory research is initial research conducted to clarify and define the nature of a problem (Zikmund 1997). Moreover, a major benefit of exploratory research is that it generates insights and clarifies the variables for revising the preliminary research model for the next stage of research (Cooper & Emory 1995; Zikmund 1997), particularly useful here given the lack of previous Thai studies in this area. All previous research studies in chapter 2 were based on studies from the United States and countries other than Thailand. Therefore, in order to explore any cultural differences between Thai and foreign consumers, exploratory research will initially be used to refine the research model within the context of this study. Hence, the objectives of this stage of exploratory research are to:

- explore the constructs identified in the preliminary model of the impact of societal marketing on consumers attitude towards corporate image and
- explore the impact of demographic factors on consumers attitude towards corporate image.

Since exploratory research is a useful preliminary step that will help to ensure that the research model is appropriate in the Thai context, both the management of Cerebos (Thailand) Limited and their customers will be studied. Cerebos' management has long-term experience in societal marketing from their Brand's Educational Summer Camp program, first established in Thailand in 1989. In addition, their customers also have experience with this societal marketing program. Hence, interviewing both management and customers will provide useful information for future research in the Thai context.

This exploratory research employs the qualitative techniques of in-depth interviews and focus groups, due to their advantage of discovering new ideas or variables to be used in the Thai context for this study (Zikmund 1997). Both techniques can be equally effective in answering similar research questions. The choice between them tends to be determined by issues such as cost, time availability, logistics and target respondents (Kinnear & Taylor 1996, Zikmund 1997) as justified next.

In-depth interviews were chosen in this case due to logistical and time issues. Management, due to their tight schedules, were more easily accessed individually. By interviewing the management of the company implementing Brand's Educational Summer Camp program, the program's purposes and methods can be explored to gain an understanding of such things as goals, strategies, communications, behaviours, activities and symbolism.

Likewise, in the second stage, consumer interviews, in the form of focus groups, provided an understanding of the impact that the societal marketing program has had on the corporate image and the relationship of demographic factors on consumer attitudes. Focus groups are suitable for the nature of the study at this stage, allowing for group interaction as well as savings in time and money.

In summary, exploratory research in a Thai context for developing the research model for this thesis had two phases: in-depth interviews with the management of Cerebos (Thailand) Limited and focus groups of their customers. The next section will address the first phase of exploratory research, namely in-depth interviews with the management of Cerebos (Thailand) Limited.

3.3 In-depth interviews

This section reports on the first phase of exploratory research, in-depth interviews. First, the method and justification for the in-depth interviews are identified. Next, the sample for these interviews is described and results are presented. Finally, a summary of the findings is made.

3.3.1 Method and justifications

An in-depth interview can be defined as 'an unstructured personal interview which uses extensive probing to get a single respondent to talk freely and to express detailed beliefs and feelings on a topic' (Kinnear & Taylor 1996, p. 320). The in-depth interview is used to obtain responses below the respondent's surface reactions, to gain more insight into the respondent's attitudes in relation to the impact of societal marketing on consumer attitudes toward corporate image and to develop hypotheses for future conclusive studies (Kinnear & Taylor 1996), all of which are relevant to the exploratory stage of this study.

Moreover, the researcher used the in-depth interview method because of the following advantages:

- allows for flexibility in time as the corporation's top management maintain very tight schedules;

- uncovers information about Cerebos (Thailand) Limited which is not publicly available;
- gives the interviewer the ability to associate responses directly with the managers;
- allows for the viewing of the managers' behaviour and the asking of questions during the interview periods;
- develops a more personal relationship with the managers allowing responses to be more freely given; and
- allows for showing examples of prior materials from Brand's Educational Summer Camp program.

Additionally, in-depth interviews can be useful when the problem relates to particularly confidential, sensitive or potentially embarrassing issues, specific information or when group pressure would affect the responses (Kitzinger 1995, Kinnear & Taylor 1996; Stevens et al. 2000). In interviewing the management of Cerebos (Thailand) Limited, there needs to be a somewhat greater depth of insight into the subtle objectives of implementing the program and questions may relate to confidential company information and other sensitive issues such as expenditure, budgets and sales volume. In conclusion, the in-depth interview technique is suitable for the nature of information required and type of respondents in this phase.

Methodology. The in-depth interviews followed a semi-structured approach consisting of questions about the company, the societal marketing program, their objectives, implementation and results. Each interview lasted about forty-five minutes and was conducted in an environment in which management felt comfortable (Kinnear & Taylor 1996): the lobby lounge of a local hotel conveniently accessed from their office and free from the interruptions of the office environment. Guidelines for the interviews were based on the objectives of the exploratory research and are included in appendix 3.1. These guidelines were composed of open-ended questions designed to motivate thought and were kept relatively precise (Kinnear & Taylor 1996).

Interviews began with questions regarding management's personal background in order to establish familiarity with them and break the ice. Then, a general discussion of societal marketing programs in Thailand occurred. After that, the reasons for the implementation of a specific societal marketing program, namely the Brand's Educational Summer Camp program, were discussed. Managers were asked about the company's communications and program identity, which are defined as program symbolism, management behaviour, employee behaviour and program communications, based on the literature review in section 2.3. Key success factors and measurements of the program were then identified.

Following on from this, customer's attitudes toward the program, the company and the company's products, as well as the company's methods for determining these attitudes were looked at. Next, managers were asked about their perceptions of the impact of the societal marketing program on corporate image. Following this, the interview focused on the managers' perceptions of the relationship between demographic characteristics of customers and corporate image. The interviews finished with a discussion of the proposed research model and final comments. Interviews were recorded, then summarized from recordings.

Data analysis. Content analysis of data collected, including interview transcripts and document observation, were used (Neuman 1997). Quotations were used to capture the importance of respondents' insights and are shown in italics with quotation marks followed by a letter to identify the respondent. For instance, A identifies the first respondent, B the second and C the third.

3.3.2 Sample

The population for this exploratory research was the management of Cerebos (Thailand) Limited. The sampling frame chosen was top management and managers in the marketing department who were involved in this program. As the nature of this research is exploratory, it is acceptable to use a non-probability sampling method for the selection of management from the firm implementing a societal marketing program (Kinnear & Taylor 1996; Zikmund 1997). Thus, judgment sampling was used. The number of respondents in non-probability sampling is determined by the insight, judgment, experience, or financial resources of the researcher (Stevens et al. 2000). The criteria for this sampling method was that all managers who were involved in Brand's Educational Summer Camp program might be selected. With the assistance of the human resources manager of Cerebos (Thailand) Limited, a list of seven managers was obtained and three managers were selected according to the criteria mentioned above. They were the Chief Executive Officer, the senior marketing manager and the marketing manager responsible for this societal marketing program. All three managers were sent a letter asking for their assistance. The letters were followed up with telephone calls to make appropriate appointments.

During the period of 20 to 21 October 2001, in-depth interviews were conducted with the selected managers of Cerebos's (Thailand) Limited in the lobby lounge of the Plaza Athenee Hotel which is only a five-minute walk from the company and has a quiet, comfortable lobby lounge. Interviews followed the guidelines as shown in appendix 3.1 and were recorded, then summarized from the recording.

3.3.3 Results

The results of the in-depth interviews with three of Cerebos's managers are presented in this section. Results will be presented according to the structure used in the interviews, that is, a profile of respondents, opinions about societal marketing in Thailand, objectives of implementation, their communications, the program identity, key success factors of the program, results of the program, the relationship between the program and corporate image and the relationship between customers' demographics and corporate image. A summary of these findings is provided in appendix 3.2.

Profile of respondents. For ease of reference and also to protect confidentiality, the participants are referred to as case A, B and C. The details of each participant will be addressed next.

Case **A** is the Chief Executive Officer (CEO) of Cerebos (Thailand) Limited. She has worked for the company since 1988 and was responsible for initiating the Brand's Educational Summer Camp program in 1989. Additionally, she has introduced the societal marketing concept to the company. Subsequent to their first societal marketing program, Brand's Educational Summer Camp program, Cerebos has initiated other societal marketing programs such as Brand's Crossword program, Brand's Quality Mom program, Brand's Young Blood program and Brand's Caps for Artificial Legs program.

Case **B** is the senior marketing manager, who joined the company in 1996. He is responsible for the sales volume and all marketing activities of the company. He reports directly to the CEO.

Case **C** is the marketing manager, who joined the company in 1997. He is responsible for above-the-line activities such as advertising, public relations and all marketing campaigns. He reports directly to the senior marketing manager and is the program leader for Brand's Educational Summer Camp program.

Opinions about societal marketing in Thailand. As all three respondents in this research have experience in implementing a successful societal marketing program in Thailand, their opinions on the benefits of societal marketing are relevant to this research. When discussing societal marketing in Thailand, respondents identified two major benefits of implementing a societal marketing program. Firstly, all respondents felt that societal marketing could help the company differentiate itself from its competitors and increase its competitive edge in the consumers' minds. '*We introduced the program for differentiating our products and company from the competitors*' (**A**); '*Our program can make a good impression on our customers so that they are able to differentiate our products from other similar products which don't do anything good for society*' (**C**). Secondly, societal marketing adds value for consumers in addition to basic product and service satisfaction. '*We use the program to increase emotional benefits of the products in the consumers' minds*' (**A**). To successfully implement societal marketing in Thailand, respondents stressed three important points.

Firstly, all respondents emphasized that there needed to be an association between the program, social value and brand benefits for a successful societal marketing program. '*Most successful programs show a strong relationship between the program, product benefits and social benefits. Like this program, our product benefit is suitable for students during examination periods and an educational issue is one of the most serious concerns in Thai society*' (**C**).

Secondly, respondents felt that companies should not only implement societal marketing but also consistently behave as a good citizen to all stakeholders. '*When we implement a societal marketing program to make consumers feel good for our company and products, we also need to run all other marketing activities ethically in order to support our good reputation in consumers' minds'* (**C**). Finally, one respondent said that in highly competitive markets, consumers might consider more than societal marketing, such as prices and premiums when deciding to buy products. Moreover, respondents felt that societal marketing was becoming increasingly more popular in Thailand. *'I think many large companies in Thailand will introduce more social programs to differentiate themselves from their competitors in the next few years, if the economy gets better*' (**B**).

Objectives of implementing the program. Respondents identified eight objectives of implementing the Brand's Educational Summer Camp as summarized in table 3.1.

Table 3.1: Objectives of implementing the Brand's Educational Summer Camp program by respondents

Findings	A	B	C	Total
1. Build a good image for both products and company.	✓	✓	✓	**3X**
2. Gain more acceptance from society and customers by doing good.	✓	✓	✓	**3X**
3. Increase sales volume.	✓	✓	✓	**3X**
4. Reposition the product for a younger image than in the past.	✓	✓	✓	**3X**
5. Support marketing purposes by serving a new target group: students.	✓	✓	-	**2X**
6. Increase the publicity of the product and company through the public relations process.	✓	-	-	**1X**
7. Create alliances with a government university and several secondary schools through active participation in the program.	-	-	✓	**1X**
8. Get indirect product endorsements from the university.	-	-	✓	**1X**

Source: in-depth interviews

The common objective of implementing the program identified by all respondents was to build a positive image for both the company and the product. '*Implementing the program can build a good reputation for the product and our company*' (**A**). All respondents want Cerebos to gain acceptance from society and customers by doing good. '*At that time, nobody knew of our company except for the Brand's products. After introducing this program, many consumers knew of and felt good about our company'* (**A**). All respondents also want to use this program to increase their sales volume, for '*We hope participants and their families will consume our products more and recommend them to their friends*' (**B**).

In addition, respondents pointed out that this program could help to solve marketing problems such as repositioning the product and serving a new target group. '*Previously, our product was perceived as being good only for elderly and sick people. After the program became successful, our product reputation gained a younger look*' (**A**). The company also wanted to increase publicity for the product and company through the public relations process. '*The program has had a big impact on the society and has resulted in very good PR for our product and company's name in many media channels like TV, radio and print*' (**A**). Finally, respondents identified that they wanted to create alliances with a government university and several schools and to get indirect product endorsements from the university.

Corporate communications. Based on the preliminary research model, company communications are one of the factors which impacts on corporate image. These communications refer to all general communications of the company excluding program-related communications. Respondents identified various kinds of company communications which promote its product's benefits, such as advertising, public relations, sales force, direct marketing, promotional materials and event marketing. A summary of these findings is presented in table 3.2.

Table 3.2: Cerebos's communications by respondents

Findings	A	B	C	Total
• Advertising on television, radio, print and the Internet.	✓	✓	✓	**3X**
• Communication through a large sales force (over 200 salesmen) and over 250 promotional girls to more than 20,000 sales outlets.	-	✓	✓	**2X**
• Promotional materials for both in-door and out-door. Indoor materials include leaflets, flyers, posters, etc. Out-door materials consist of banners, hangover posters, Billboard, etc.	✓	✓	-	**2X**
• Public relations activities such as press conferences, news and photo releases, and interviews.	✓	✓	-	**2X**
• High product quality.	✓	✓	-	**2X**
• Direct mailings of the member magazine and newsletter.	✓	-	-	**1X**
• Management participation in Thai Red Cross Society and as part-time lecturers in university programs.	-	-	✓	**1X**

Source: in-depth interviews

All respondents identified advertising as the main communication. '*Our company uses all kinds of advertisement, such as TV, radio, print and the Internet to communicate with our consumers*' (**A**); '*TV commercials are our key source of communication*' (**B**). Moreover, the company's management undertakes social contribution roles to create a good company reputation through word of mouth advertising. '*Our management, like the CEO, devote their free-time to join and support activities of the Thai Red Cross Society and some universities*' (**C**). However, when they communicate with consumers in order to promote the product itself, they tend to use the brand name more than the company's name.

Societal marketing program identity. The program identities for the Brand's Educational Summer Camp program can be divided into four categories: symbolism, management behaviour, employee behaviour and program communications as summarized in table 3.3.

Table 3.3: The program identity of the Brand's Educational Summer Camp program based on the preliminary model's variables by respondents

Program identity	Findings	A	B	C	Total
Symbolism	• Collaboration between the company, Kasetsart University and the Ministry of Education.	✓	✓	✓	**3X**
	• The program logo (light bulb).	✓	✓	-	**2X**
	• The product logo.	✓	✓	-	**2X**
	• The program name.	✓	-	✓	**2X**
	• A set of tuition books.	✓	✓	-	**2X**
	• A group of top academic experts as lectures.	✓	-	✓	**2X**
	• Green and yellow motif.	✓	-	-	**1X**
	• Free participation.	✓	-	-	**1X**
	• Tuition in both university and satellite systems.	-	✓	-	**1X**
	• Long-term operation, being established in 1989.	✓	-	-	**1X**
	• A large-scale impact on people.	-	-	✓	**1X**
Management behaviours	• Strong support to the program especially in finance.	-	✓	-	**1X**
Employee's behaviours	• Employee cooperation and pride in the program.	✓	✓	-	**2X**
Program communications	• Recommendations by successive generations of participating students, teacher and their parents.	✓	✓	✓	**3X**
	• Advertising in print and radio.	-	✓	✓	**2X**
	• Distribution of brochures and posters.	✓	✓	-	**2X**
	• PR activities such as press conference, news and photo releases, and press interviews.	✓	✓	-	**2X**
	• Salesforce and promotional girls.	-	✓	✓	**2X**
	• Direct mailing of brochures to customers.	✓	-	-	**1X**
	• A TV program (30 min.).	-	✓	-	**1X**
	• A homepage and Internet website.	-	✓	-	**1X**

Source: in-depth interviews

Regarding program symbolism as identified in section 2.3, collaboration between the private sector and the government sector with input coming from the company, Kasetsart University and the Ministry of Education was most cited by respondents. '*The program may be the first alliance project between the private and public sectors in education which makes the program well known*' (**A**). Respondents mentioned the symbolism of the program including the program logo, product logo, the program name, green and yellow motif, a set of tuition books, a group of top academic experts as lecturers, ten-day tuition, both in the university and satellite system, and free participation. '*When we asked them what they can recognize about the program, participants mentioned our set of tuition books, group of lecturers and free tuition at the Kasetsart University*' (**A**); '*We use a light bulb and the product name with green and yellow colours as the program logo to communicate indirectly that our product will help them to overcome the exam*' (**B**). Additionally, respondents also remarked on the program symbolism as containing high caliber lectures, operating long-term and continuously since 1989, and having a high impact on a large number of people. '*When we did the survey among participants, they were very happy with the program lecturers who are the top academic experts. Long-term and consistent operation of the program has made it can be easily recognizable by consumers*' (**A**).

Respondents mentioned a few roles of management and employees as program identity. They are management support of the program and employee cooperation. '*With strong financial support from the top management, this program has operated continuously more than ten years*' (**B**).

The program's communications identified by respondents are through advertising in newspapers, radio programs, a television program, a homepage, distribution of brochures and posters directly to schools and sales outlets, and public relations activities, such as news and photo releases and press conferences. '*We do the program advertising in radio and print*' (**B**); '*The program brochures and posters were distributed directly to consumers at sales outlets and to schools for program promotion*' (**C**). Additionally, all respondents identified that the program can result in positive word of mouth advertising from successive generations of participating students and teachers and from the media, such as print and television.

Key success factors. Eleven key success factors were identified by respondents including the strong reputation of the university and lecturers, the fitness of the program to the target group's needs, long-term establishment with consistent and continuous organization, and word of mouth endorsements. A summary of the key success factors for the program is presented in table 3.4.

Table 3.4: Key success factors of the program by respondents

Findings	A	B	C	Total
1. Strong reputation and public acceptance of the Kasetsart University and the lecturer group.	✓	✓	✓	**3X**
2. Relevancy to the target group and society as a whole.	✓	✓	✓	**3X**
3. Fulfillment of needs and desires of students, their families and their peers.	✓	-	✓	**2X**
4. Word of mouth advertising from former participants, their families and area teachers.	✓	✓	-	**2X**
5. Long-term operation, being established in 1989, with consistent and continuous organization.	-	✓	-	**1X**
6. Strong marketing support and public relations through media, sales forces, promotional girls and direct contacts.	-	✓	-	**1X**
7. Strong management and financial support from the company.	-	✓	-	**1X**
8. Employee cooperation and pride in the company's social contribution.	✓	-	-	**1X**
9. High impact created on approximately one million people a year, including participants, their families, area schools and teachers.	✓	-	-	**1X**
10. Differentiation from other societal projects.	✓	-	-	**1X**
11. Sincerity of the company to contribute to society through the program.	-	✓	-	**1X**

Source: in-depth interviews

All respondents made statements regarding the strong public acceptance of the program, including: '*I think the most important factors for the program's success are the strong reputation of the university and the tuition lecturers. Next is the program's relevancy to our target customers and their family*' (**A**). Respondents said that measurement of the success of the program is determined by the number of participants, number of news clippings and sales volume. The success of this program can also be seen from the word-of-mouth advertising from former participants, their families and area teachers. '*We got very good feedback from participants that they were recommended to join the program from alumni and their friends who were former participants*' (**A**). In addition, management support and strong marketing activity support are also mentioned, as is the program's impact on society. One respondent remarked: '*Management gives strong support to this program because it has a big impact on the society*' (**C**). Other findings identified by respondents include: fulfillment of consumer needs, long-term establishment, employees' contribution, project differentiation and company sincerity.

Customers' attitudes toward the program, product and company. Customers' attitudes toward the program and the product have been measured by annual consumer research such as customer satisfaction surveys conducted by the company. The results show that customers feel good about the company, the product, the management and the staff. '*From our survey, consumers who knew the program tended to have a good feeling towards our product and company*' (**A**); '*When I met parents of former participants they expressed their appreciation to me and the company*' (**B**). Moreover, all respondents identified that consumers will become less sensitive to negative rumors of the company or its products. '*Sometimes there are rumors about our product's benefits. We get calls from many consumers asking about this and they tend to believe us after receiving our reply*' (**A**). Customers, especially those who receive direct benefit from the program, can recall the program's name and give strong recommendations for the next generation of students. The company has received much positive feedback from customers through letters, postcards and telephone calls. '*Our customer service department gets good feedback about the program from our customers via mailing and telephone*' (**A**). In the public eye, the company's reputation is one of educational patronage.

Relationships between societal marketing and corporate image. Respondents consistently believed that societal marketing could create a positive corporate image for the company. *'From our experiences, a successful societal marketing program, like the Brand's Summer Camp program, can create a good image for* *the product and company, at least for the target group of the program*' (**A**). One respondent remarked that customers might feel warmth and support for company activities, as well as for its products. This may, in turn, lead to trust, company loyalty and brand favoritism in consumer's minds. '*When we meet our customers, many show appreciation for our societal marketing programs. They say they like our company because we have good products and social-support programs. They would like to buy our products and support our social activities*' (**A**).

Relationship of customer demographics, the program and the corporate image. The relationship between customer demographics, the program and the corporate image were not definitive, according to respondents. All respondents identified the age factor as affecting consumer's attitudes towards the company, with teenagers and their families, particularly those who benefit directly from the program, demonstrating a positive attitude towards the company. '*We are quite sure that age has some relationship with the program and the company image. Teenage participants and their parents tend to have a positive attitude towards our company and product*' (**B**). Gender, income level, educational level and marital status are not thought to have much affect on consumers' attitudes toward the company. A family with children, though, may have a good feeling about the company. '*Consumers who have received direct benefit from the program or who have children may feel better toward our company than those who have not*' (**A**). However, respondents believed that there might be some relationships between these demographic factors, the program and the company image.

3.3.4 Summary of in-depth interviews

The in-depth interviews of three Cerebos senior managers attempted to gain an understanding of such things as goals, strategies, communications, behaviours, activities and symbolism of a company implementing a societal marketing program, such as Brand's Educational Summer Camp program.

A summary of findings from the in-depth interviews of Cerebos' management on the impact of the Brand's Educational Summer Camp program on the corporate image is shown in appendix 3.2, divided into the categories of societal marketing in Thailand, objectives of implementation, company communications with customers, program identity, key success factors, consumers' attitudes toward the program, product and company, the relationship between the societal marketing and corporate image, and the relationship between customers' demographics and corporate image. Based on these findings, the preliminary research model on the impact of societal marketing on corporate image as presented in section 2.5 is supported by many points as addressed next.

Respondents identified that societal marketing could create positive attitudes towards the company image. Societal marketing could make customers feel good about the company, the product, the management and the staff. Consumers may become less sensitive to negative rumors about the company or its products. Moreover, a good corporate image can help the company differentiate itself from its competitors and increase its competitive edge in the consumers' minds.

According to societal marketing identity in the model, the societal-program visual symbolism and other tangibles, program communications, employees' and management behaviour, and perceived benefit are supported by these findings. The visual symbolism was identified by the program logo, the program name and program motif. The other tangibles indicated by the Cerebos managers were a collaboration between the private sector and the government sector with input coming from the company, Kasetsart University and the Ministry of Education, a set of tuition books and a group of lecturers.

Based on Balmer and Gray's model (2000), communications are divided into three methods: primary, secondary and tertiary. Respondents identified three kinds of program communications. Primary program communications were salesforce and promotional girl teams. Secondary program communications were public relations activities including posters, brochures and advertising in print and radio. Tertiary program communications, the most powerful method mentioned by respondents, were word-of-mouth advertising from students, teacher and their parents.

Employee's cooperation was also identified by respondents. Regarding management's behaviour, one respondent indicated management support. Other intangibles, identified as perceived program benefits by respondents, were free participation, long-term operation of the program, a large-scale impact on people and benefit to students and their families.

Corporate marketing communications were also identified by respondents as one of the variables impacting on company image. Primary marketing communications were the product quality, management behaviour, salesforce, promotional girl teams and direct mailings of the member magazine and newsletter. Secondary marketing communications were advertising on television, radio, print and the Internet, public relations activities and promotional materials. Tertiary marketing communications were word-of-mouth advertising from their customers and media.

Age was the only customer demographic factor which was identified to have a clear impact on corporate image in these interviews. Younger respondents show a more positive attitude. Gender, income level, educational level and marital status are not proved to have much affect on consumers' attitudes toward the company. However, respondents believed that a relationship between these demographic factors, the program and the company image might exist.

In summary, based on the in-depth interview results, no new variables were identified which are different from the preliminary research model as presented in section 2.5. In the next section, the second stage of this exploratory research, focus groups of customers, for a firm implementing a societal marketing program will be addressed.

3.4 Focus groups

This section overviews the second phase of exploratory research: four focus groups of Cerebos's customers. Firstly, the method and justification are given. Secondly, the sample for this exploratory research is described. Thirdly, results are presented. Finally, a summary of the findings is made.

3.4.1 Method and justifications

The second phase of this exploratory research consisted of focus groups of Cerebos customers. The focus group is one of the most frequently used techniques in marketing research (Kinnear & Taylor 1996; Stevens et al. 2000). It is defined as 'an unstructured, free-flowing interview with a small group of people' (Zikmund 1997, p.109). Therefore, the value of this qualitative technique lies in discovering the unexpected, which results from a free-flowing group discussion (Kinnear & Taylor 1996). The advantages of focus group interviews are that they are brief, easy to operate, flexible, quickly analyzed and inexpensive (Zikmund 1997). There are four reasons to support the utility of focus groups in this case. They are collection of preliminary information, savings in time and money, flexibility and group interaction (Morgan 1988, 1996; Morgan & Krueger 1993; Stewart & Shamdasani 1990). Each of these justifications is discussed in relation to the research question as follows:

- *Collection of preliminary information.* Focus groups are often described as being useful and appropriate in the exploratory and development stages of research where little is known about a problem, such as in this research on the impact that societal marketing programs have on corporate image in Thailand (Kinnear & Taylor 1996; Morgan & Krueger 1993; Stevens et al. 2000).
- *Flexibility.* Focus groups allow for unexplored ideas to be uncovered. In addition, participants can compare and contrast elements of the discussion. This flexibility ensures the possibility of gaining more insight and uncovering new ideas which are important to the research. The focus groups of Cerebos customers will allow respondents to make their own comparisons without

influence from the moderator's speculations in order to explore new ideas and gain insights (Morgan 1996).

- *Group interaction.* Another strength of focus groups is the ability to investigate complex behaviours and motivations as a direct result of interaction in the group (Morgan & Krueger 1993; Kitzinger 1995). The outcome of the discussion among group participants is greater than the sum of separate individual interviews (Healy & Perry 1998). This interaction has been termed as a group effect (Carey 1994) or synergy (Keown 1983; Zikmund 1997). In addition, the moderator can observe the participants' reactions to others in the group, which may then often lead to an understanding of their motives (Kinnear & Taylor 1996; Stevens et al. 2000). Hence, group interaction is valued for this research for its ability to improve the quality of ideas generated.
- *Savings in time and money.* Since a focus group is a loosely structured interactive discussion conducted by a well-trained moderator among six to twelve respondents simultaneously, there is a considerable amount of time and money savings when compared to the same number of respondents interviewed individually (Kinnear & Taylor 1996; Morgan 1988; Zikmund 1997). Additionally, fewer audiotapes required lead to further savings in transcribing, translating and analyzing. The high cost of recruitment and analyzing can be minimized (Morgan & Krueger 1993). Although, savings in time and money in this research are contributing factors , the primary reason for conducting focus groups is the need for group interaction in order to gain more information through group discussion (Kitzinger 1995).

Although, focus groups have several limitations when compared to other exploratory techniques such as in-depth interviews, their benefits in time and coverage outweigh these limitations (Healy & Perry 1998; Stevens et al. 2000). Potential shortcomings of focus groups in this case, consisting of the recruitment process, logistics, moderator's ability and interpretation (Stevens et al. 2000), have been overcome though methods as summarized in table 3.5.

Table 3.5: Potential shortcomings and methods to overcome these shortcomings

Items	Potential shortcomings	Methods to overcome shortcomings
Recruitment process	Screening of right participants is essential to the success of the focus group (Kinnear &Tayor 1996). • Without knowledge about the societal marketing program of the company, respondents may not give any ideas during focus group. • Respondents who have previously participated in focus groups may play a dominating role in the discussion and try to show off to first-time participants.	• The researcher will set up criteria in the recruiting process by providing a screening questionnaire to exclude those who do not meet the criteria such as those who do not know about the program or those who have previous exprerience in group discussion. • The recruitment process will be strictly controlled to follow the criteria in table 3.7.
Logistics	The geographic location where the focus groups will be conducted is also important (Edmunds 2001). • The facility should be located downtown so that participants can come easily. • Adequate parking space is required for participants. • A poor physical environment will affect the quality of the results.	• Focus groups will be conducted at Cerebos's office located in the downtown area of Bangkok. It is easily accessed by car, bus and skytrain. • There is adequate parking for participants in this office building. • Cerebos's office has a professional focus group room fully equipped.
Moderator's ability	The moderator's role is of prime importance to success in the focus group techique (Kinnear &Tayor 1996). • Poor moderating can break the entire research project.	• This research will use a professional research moderator who has experienced in this area. • The researcher will be an assistant moderator.
Interpretation	Analysis of the data is the most challenging part of any qualitative research, including focus groups (Krueger 1993). • It is difficult to intreprete the data from focus groups due to the huge amount of information obtained.	• The moderator and the researcher will take notes during the focus groups. • Debriefing sessions will be conducted immediately following each group. • Audiotapes will be used to record each group. • Focus group transcripts will be made. • In-group questionnaires will be used. • Content analysis will be applied.

Source: developed for this research based on Edmunds (2001), Krueger (1993) and Kinnear and Tayor (1996)

In summary, this phase of exploratory research attempts to obtain general background information on customers' perceptions of the societal marketing concept, identify the factors enhancing corporate image and test the hypotheses in relation to the preliminary research model for the Thai context. Moreover, focus groups, in this case, can be used to explore the constructs identified in the preliminary model, of the impact of societal marketing on consumers' attitude towards corporate image.

Methodology. The four focus group interviews followed a semi-structured approach with about 1.5 – 2 hours allocated and were conducted in environments in which customers of Cerebos (Thailand) Limited were able to relax and feel comfortable (Healy & Perry 1998; Kinnear & Taylor 1996). It is suggested that focus groups should consist of four to twelve people selected to be homogenous along some characteristics important to the research (Healy & Perry 1998; Kitzinger 1995; Kinnear & Taylor 1996; Stevens et al. 2000; Zikmund 1997). Nevertheless, it has been argued by Healy and Perry (1998) that five to eight participants in one focus group is suitable. Most researchers recommend aiming for homogeneity within each group in order to capitalize on respondents' shared experiences (Kitzinger 1995). Additionally, it has been suggested that two focus groups from each homogenous set of participants are enough to generate ideas and gain information (Healy & Perry 1998). Based on the literature review and in-depth interview results, age is determined to have a relevant impact on corporate image. Therefore, conducting eight focus groups in this study, based on the demographic characteristic of age with four age classifications can be justified. However, due to the limitations of time and cost, this research conducted only four focus groups each with eight age homogeneous participants each.

One of the most important tools in focus groups is the screening questionnaire (Edmunds 2001), as it is used to help select eligible participants for each group. The screening questionnaire designed for this research is presented in appendix 3.3.

Guidelines for the interviews follow the objectives of the exploratory research and are included in appendix 3.4. Pre-testing of the interview guidelines was conducted with two focus group experts and the research supervisor in order to ensure that the wording of the questions was appropriate, easy to understand and consistent with Thai culture (Stewart & Shamdasani 1990). These discussion guidelines consisted of open-ended questions designed to stimulate thought and were kept relatively brief (Edmunds 2001). Interviews began with an introduction consisting of a greeting, a discussion of the purpose of the focus group and ground rules. Respondents were then asked about their general impression of the company and the company's communications. Then, general knowledge about the program, namely Brand's Educational Summer Camp program, as well as the program identifications were ascertained. Following that, the key success factors of the program were identified and participants were asked their opinions on the societal marketing concept and the corporate image of Cerebos (Thailand) Limited being considered in this study. Finally, respondents were asked about each of the factors enhancing corporate image based on the primarily research model.

The suggestions by Kinnear and Taylor (1996) for key qualifications of a moderator are a combination of kindness and firmness, ability to encourage involvement, ability to convey complete understanding of the information presented and provide encouragement, flexibility and sensitivity. In considering these key qualifications, this research used a professional moderator, who has had extensive experience in this area, working for a research company. In addition, the researcher served as the assistant moderator so that the researcher would be exposed to each of the discussions and could personally observe the group interactions, which would be of benefit in the data analysis stage (Krueger 1988). Interviews were recorded, then summarized from the recordings.

3.4.2 Sample

The population for these focus groups were all customers of Cerebos (Thailand) Limited. Additionally, the management of Cerebos (Thailand) Limited has allowed the researcher to use their 2001 customer-database which contains data on 92,111 customers as a sampling frame. The database was collected from the company's promotional activities which included the national sweep-stakes and its Brand's Health Partner magazines. The company regularly uses this database for its direct marketing activities, such as direct mailings. The age range selected was from 15 years old based on the Cerebos's database profile of customers as shown in table 3.6. The age range is specified by the company as being under the criteria of the Brand's Educational Summer Camp program target groups.

Table 3.6: The 2001 Customers' database of Cerebos (Thailand) Limited by age and gender

Age range	Number of customers	%
15-21	8,132	8.8
22-29	21,359	23.2
30-45	44,670	48.5
> 45	17,950	15.5
Total	92,111	100.0
Gender	**Number of customers**	**%**
Males	40,048	43.5
Females	52,063	56.5
Total	92,111	100.0

Source: adapted from the customers' database of Cerebos (Thailand) Limited in 2001

As an exploratory method, namely focus groups, was applied in this research, it is acceptable to use a non-probability sampling method for the selection of customers of the firm implementing the societal marketing program (Zikmund 1997). Hence, quota samples were selected as discussed next.

Quota sampling was used due to the nature of exploratory research. Quota sampling is defined as 'a non-probability sampling procedure that ensures that certain characteristics of a population sample will be represented to the exact extent that the investigator desires' (Zikmund 1997, p.429). With assistance of the customer service manager of Cerebos (Thailand) Limited, a list of the 2001 Cerebos's customers database in Bangkok was obtained. Since the sampling method is non-probability based, a sample of focus group participants was selected from this list, based on the statistical composition of age as shown in table 3.6 and the results of the in-depth interviews with company's management.

Age and gender were both identified in a number of studies in the literature review as showing a relationship between them and consumer attitudes toward corporate image. However, the results of in-depth interviews conducted in phase one revealed that gender had little or no effect on consumer attitudes toward corporate image. Moreover, based on the moderator's suggestion, this discussion topic is not a sensitive issue between the two sexes. Therefore, each group consisted of four males and four females in order to have equal representation from both genders. In addition, the researcher carefully observed and interpreted gender related information in each group regarding similarities and differences in attitudes.

Recruiting was conducted by telephone based on the criteria shown in table 3.7. The recruitment process started from the beginning of the alphabetical database and followed sequentially until the quota of potential participants for each group were obtained. All potential participants were required to know about the program so that they could discuss the program activities and its impact on corporate image. While no data was available regarding which customers in the database had knowledge of the program, researchers screened for this criteria during the initial phone call and terminated the selection if the respondent had no knowledge of the program.

Educational level, while not an important characteristic in this study, was restricted to the tertiary level in order to ensure participants were relatively articulate and knowledgeable in this subject area, as suggested by the moderator used in this research. The data available showed that 37.3 percent of the Cerebos customer database had an insufficient level of education to be included as potential participants. Then, all qualified potential participants were invited to attend the groups. Two more potential participants than required were invited in order to ensure that attendance levels in each group would be satisfactory (Morgan 1995).

All participants were paid 400 Baht (approximately 9 US dollars) each. These focus group were conducted at the focus group room of Cerebos (Thailand) Limited which is comfortable, professionally designed for focus groups and full of equipment to support the interviews.

Table 3.7: Sample criteria for focus group participants in this research

No	Segment type	Criteria
1	15-21 year olds	• Male or female • Students • Know about Brand's Educational Summer Camp program • Studying or graduated from vocational or university level program
2	22-29 year olds	• Male or female • Know about Brand's Educational Summer Camp program • Education from vocational to university level
3	30-45 year olds	• Male or female • Know about Brand's Educational Summer Camp program • Education from vocational to university level
4	46-60 year olds	• Male or female • Know about Brand's Educational Summer Camp program • Education from vocational to university level

Source: developed for this research

During the period of 16 to 17 November 2001, four focus groups were conducted with the selected customers of Cerebos (Thailand) Limited at Cerebos's office. Focus group interviews followed the guidelines as shown in appendix 3.4 and were recorded, then summarized from the recording.

3.4.3 Results

The results of focus group interviews with Cerebos's customers are presented in this section. With four focus groups, a large amount of data was collected for this research and needed to be presented in an efficient and comprehensible manner. The analysis used a mixture of tables of various compositions and participants' quotations to support conclusions. Results are presented according to the structure used in the interview guideline, that was, Cerebos's communications, the program identity, key success factors of the program and the relationship between the program and corporate image. A summary of these findings is provided in appendix 3.5.

Profile of group participants. Participant characteristics of the four focus groups are summarized in table 3.8. There were 32 participants in total. Sixteen (50 percent) were males and sixteen were females. For ease of reference, and also to protect confidentiality, the participants are referred to by number as belonging to Groups A, B, C or D. For example, A1 identifies participant number 1 within group A. The details of each group will be addressed next.

Table 3.8: Participants in each focus group

Group number	Males	Females	Total participants
Group A (15-21 year olds)	3 (A1, A2, A3)	4 (A4, A5, A6, A7)	7
Group B (22-29 year olds)	5 (B1, B2, B3, B4, B5)	4 (B6, B7, B8, B9)	9
Group C (30-45 year olds)	5 (C1, C2, C3, C4, C5)	3 (C6, C7, C8)	8
Group D (> 45 year olds)	3 (D1, D2, D3,)	5 (D4, D5, D6, D7, D8)	8
Total	**16**	**16**	**32**
%	**50**	**50**	**100**

Source: data on file

Group **A** was composed of seven participants aged between 15-21 years. There were three males: A1, A2 and A3, and four females: A4, A5, A6 and A7. All of them were students. Five, A2, A3, A4, A5 and A6 were former participants in the program. The rest knew about the program from friends, who had participated in the program.

Group **B** consisted of nine participants aged between 22-29 years. There were five males: B1, B2, B3, B4, and B5, and four females: B6, B7, B8 and B9. Only B6, B7 and B9 were former participants of the program. The remainder had just heard of the program.

Group **C** was composed of eight participants aged between 30-45 years. There were five males: C1, C2, C3, C4 and C5, and three females: C6, C7 and C8. All of them knew of the program.

Group **D** was composed of eight participants aged over 45 years. There were three males: D1, D2 and D3, and five females: D4, D5, D6, D7 and D8. Participants D1, D3 and D5 have children whom have participated in the program in the past. The remainder had just heard of the program.

With the profiles of the four focus groups described, the research objective will be addressed. The research objective has it own interview questions, as shown in the moderator's guide in appendix 3.5, to elicit data for investigation.

Interpretation of research objective : the constructs identified in the preliminary model of the impact of societal marketing on consumers attitude towards corporate image. The research objective investigates the factors influencing societal marketing identity and corporate communications that impact on corporate image. Each group of interview questions will be addressed by describing the responses from each group respectively commencing with group A. After that, inter-group comparisons are made between them. Each group of interview questions concludes with an inter-group comparison summary of findings for the four age segments.

The four groups of interview questions for this section regarding the factors influencing societal marketing identity and its corporate communications that impact on the corporate image are:

IQ 1: General familarity with the Cerebos company communications.

IQ 2: General familarity with Brand's Educational Summer Camp program.

IQ 3: Key success factors of Brand's Educational Summer Camp program.

IQ 4: Brand's Educational Summer Camp program and the corporate image.

The group of interview questions for the research objective will be analyzed next.

IQ 1: General familiarity with the Cerebos company communications.

Results from each of the groups will be discussed followed by an overall summary of all groups regarding company communications presented in table 3.9.

Responses from focus group A

Most respondents were not familiar with the company name, Cerebos. They did however know the brand name of the product, Brand's. Two of them (A2 and A3) thought that Cerebos (Thailand) Limited was the advertising agency which handled advertising for Brand's. '*I have heard of the Cerebos name and the Brand's name, but I think this company may do some advertisement for Brand's*' (**A3**). Respondents mentioned several channels of company communications, including advertising on television, in magazines, in print, in the program tuition books and in brochures. Their statements were as follows: '*I often see Brand's advertising in TV*' (**A4**); '*I saw the product advertised in some magazines and the Brand's Summer Camp tuition books*' (**A5**). Some respondents received recommendation of the product from friends, senior students and sales outlets. '*I was suggested to drink Brand's by my school's upperclassman when I was sick*' (**A2**). Additionally, respondent A5 is a Brand's user and buys the product for sick people when she goes to visit them.

Responses from focus group B

Like group A, group B respondents were more familiar with Brand's name than with the company name. Respondents knew of the products from television advertising, magazines, in drug stores, in the company magazines and on posters. Their statements included: '*I've seen Brand's TV advertising which uses well-known and* *healthy families as presenters*' (**B9**); '*I've seen Brand's posters in drug stores*' (**B1**). Respondent B2 and B7 were introduced to the products from the company promotional girls. Their remarks included: '*When I went to a supermarket, I was introduced to Brand's from the Brand's promotional girl*' (**B2**). Television advertisements were the most important conduit for respondents to get to know the product (B7, B8, B9). '*Most of Brand's advertising I have seen on TV'* (**B7**).

Responses from focus group C

Respondents of group C mentioned several channels of company communications. These included advertising on television, in newspapers, in brochures, at point of purchase, on product packaging and in company magazines. '*Brand's TV advertising is interesting*' (**C1**); '*I saw Brand's advertising in the Daily-News newspaper*' (**C3**). Two of them (C5 and C6) had the product recommended by their families. *'My mom has bought Brand's essence of chicken for me since I was young'* (**C5**). In addition, respondent C6 recommended the product to her elders and her kids.

Responses from focus group D

Most of the respondents from group D did not know the company name except for respondent D1. He remarked: *' I know that Brand's is the product of Cerebos company'* (**D1**). Respondents mentioned several channels of company communications: advertising on television and in newspapers, through company direct mailing, at company seminars, at point of purchase displays, on product packaging and by salesmen. Their statements included: '*I like Brand's ads on TV*' (**D1**); '*I've gotten mailing of Brand's brochures several times*' (**D4**). Respondent D7 also recommended the product to her friends. '*I sometimes recommend the product to my friends when they get sick*' (**D7**).

Overall interpretation of four age segments

In summary, with reference to table 3.9, the respondents in the four groups regarded TV advertisements as the most important method of company communications with them. Brochures and the point of purchase displays were the second most important method among these groups. Company magazines, as well as advertising in newspapers and magazines, are ranked third. Remaining factors varied among the groups.

Each age group mentioned different channels for communication employed by the company. The youngest group, cited tertiary communications such as word-of-mouth advertising from friends and senior students as the most popular used to find out about the product. Whereas in the older groups, group C and group D, respondents were the ones making product recommendations to friends, family and elders and who already knew of the product from product packaging. Unlike respondents of the older groups, respondents of group A and group B had not seen advertising in newspapers, although they had seen advertising in magazines. Only the respondents in group D mentioned company direct mailing, company seminars and salesmen as relevant company communications.

Table 3.9: Company-communication factors by group

Company communications	Group				All groups
	A	B	C	D	No. of times
Television product advertising	✓	✓	✓	✓	**4X**
Brochures	✓	-	✓	✓	**3X**
Point of purchase	✓	-	✓	✓	**3X**
Product advertising in newspapers	-	-	✓	✓	**2X**
Product advertising in magazines	✓	✓	-	-	**2X**
Company magazine	-	✓	✓	-	**2X**
Product packaging	-	-	✓	✓	**2X**
Product advertising in print	✓	-	-	-	**1X**
Brand's Summer Camp tuition books	✓	-	-	-	**1X**
Posters	-	✓	-	-	**1X**
Company direct mailings	-	-	-	✓	**1X**
Promotional girls	-	✓	-	-	**1X**
Company seminars	-	-	-	✓	**1X**
Drug store owners	-	✓	-	-	**1X**
Salesmen	-	-	-	✓	**1X**
Family recommendation	-	-	✓	-	**1X**
Information from friends	✓	-	-	-	**1X**
Information from senior students	✓	-	-	-	**1X**
Own recommendation to friends	-	-	-	✓	**1X**
Own recommendation to family and elders	-	-	✓	-	**1X**

Source: focus group interviews

IQ 2: General familiarity with Brand's Educational Summer Camp program.

A summary of factors in each category is presented in table 3.10, table 3.11 and table 3.12.

Responses from focus group A

All respondents were familiar with the program, especially respondents A2, A3, A4, A5 and A6, being former participants. They mentioned a number of factors indicating the identity of the Brand's Educational Summer Camp program which can be classified into three main categories based on the preliminary model. These are program symbolism, behaviour and program communications. Respondents identified twelve factors for program symbolism, five factors for staff behaviour and six factors for program communications.

Respondents mentioned 12 factors regarding program symbolism, namely program logo, the program name, tuition books, the green motif, free participation, lecturers, good organization, tuition class in Kasetsart University, TV satellite tuition, location and benefits to society. They remarked: '*As for the program, I can remember the light bulb being its logo*' (**A4**); '*The program uses the green colour on the tuition books and posters*' (**A7**). Most respondents liked the set of tuition books (A1, A3, A4, A5 and A6). '*The biggest motivation to participate in this program was the tuition books*' (**A5**). However, the group of lecturers for the program was also a key point for respondents (A2, A3, A4 and A5). '*The program has a set of well-known lecturers who have long-term experiences in the entrance exam tuition*' (**A4**).

No respondent mentioned the behaviour of the program management itself or the company management. Respondents were impressed with the staff behaviour as having good service, smiling faces, and being kind and cheerful. The lecturers' competency was also mentioned (A2, A3 and A5). '*I understood each subject more after class*' (**A3**). Respondents knew of the program from teachers, friends, alumni, posters, brochures and the Internet. '*My friends gave me an application form*' (**A2**); '*I knew of the program through the entrance website and submitted my application by the Internet*' (**A4**). Recommendation of the program from their teachers was the most trusted source of information.

Responses from focus group B

All respondents knew the program well except for respondent B1, who only knew of the program through his friend. Respondents B4, B6, B7 and B9 were former participants. They mentioned a number of program-identity factors of the Brand's Educational Summer Camp program. Eleven factors of program symbolism were identified. Only one factor of staff behaviour and nine factors of program communications were mentioned in this group. Program symbolism identified by the respondents were program name, the name of Kasetsart University, the program logo, tuition books, tuition contents, green and yellow motif, free participation, well-known lecturers, good organization, tuition class in Kaseadsart University and easy participation. '*I joined the class in the university. It was so crowded. Anyway, the tuition books' contents were very good'* (**B6**); '*The program provides top-ten tuition lecturers for the national entrance exam*' (**B9**); '*I recognize the light bulb with green and yellow which is associated with Brand's*' (**B5**).

Like group A, no one identified the role of the program management or the company management as one of the program-identity factors. Respondents mentioned the staff behaviour as being good. One respondent remarked: '*The program staff were helpful and took good care of me when I asked for help*' (**B9**). Program communications identified by respondents were television, radio, newspapers, posters and banners. They stated: '*I saw the program posters at my school and heard about the program from the radio*' (**B7**); '*It was advertised in the Daily-News newspaper and I saw the banner at the Kasetsart University gates*' (**B4**). In addition, respondents mentioned the word-of-mouth advertising from their friends, teachers, alumni and family. They stated: '*My friends asked me to join them in the class at the university*' (**B2**); '*My advisor in the counceling department told me to join the program*' (**B7**). Respondents described their teachers and friends as being the most inflential source of information for them in joining the program (B7, B9). '*I joined this program because my teacher recommended it*' (**B9**).

Responses from focus group C

All respondents were familiar with the program, particularly respondents C6 and C7, who have children that were former participants and respondent C2, whose brother participated in the program. Six factors of program symbolism and six factors of program communications were identified as being program-identity factors. Neither staff or management behaviours were mentioned by respondents. Respondents identified program symbolism as the program logo, the program name, green motif, free participation, well-know lecturers and television satellite tuition. '*The program is well-known among students and parents having children at the age of entrance exam*' (**C6**); '*I tell my friends to join the program because it is free and has famous lecturers*' (**C5**). Respondents knew of the program by television, radio, newspapers, their children, the program brochures and company magazines. '*Every year during the period of entrance, I hear the news about the Brand's Summer camp on both TV and radio*' (**C6**); '*My daughter asked me to take her to join the program*' (**C7**).

Responses from focus group D

Most respondents were familiar with the program, especially respondents D1, D2, D3 and D5 who have children as former participants. Respondents D6 and D7 have heard of the program. Eleven factors of program symbolism and eleven factors of program communications were identified. Only one factor of staff behaviour was mentioned. No respondents mentioned management behaviour. Respondents identified a number of factors of program symbolism. These were the program name, the university name, the product package, green and yellow motif, tuition books, tuition contents, free participation, lecturers, tuition class in Kasetsart University, television satellite tuition and security. *'I have collected a few series of the tuition books for my daughter. Their contents are very good. I recognize the green and yellow colour and the Brand's bottle on the books' covers*' (**D5**); '*My daughter joined the program because of the tuition books and lecturers' names*' (**D1**).

Like other groups, no one identified the role of the program management or company management as being program-identity factors. Respondents mentioned staff behaviour as having good service. '*When I came to Cerebos' office to submit the application for my son, they were polite and told me what I should do with smiling faces*' (**D1**); '*My daughter told me that the program staff were nice and helpful*' (**D3**). Program communications identified by respondents were television, radio, newspapers, brochures, company magazines, company seminars, point of purchase and the Internet. '*I heard of the program from TV'* (**D8**); *'At that time it was difficult to find an application form, so I printed it out from the Internet for my kid.'* (**D3**). Additionally, respondents mentioned the word-of-mouth advertising from their friends, their children and school teachers. '*My daughter's teacher told me about the program and recommended that my daughter should participate*' (**D5**).

Overall interpretation of four age segments

In summary, with reference to table 3.10, table 3.11 and table 3.12, the respondents in the four groups considered sixteen factors when they mentioned program symbolism as part of the program identity. They identified the program name, well-known lecturers, free participation and colour motif as the most mentioned factors of program symbolism. The second most mentioned factors are the program logo, tuition books, tuition contents, tuition class at Kasetsart University and television satellite tuition. The university name and systematic organization are at the third rank of program symbolism factors. The remainding factors varied among groups.

Respondents of the youngest group, who had direct benefit from the program, could identify more symbolic factors than others. In addition, respondents from group B and group D, who had also gotten benefits from the program as previous participants or from their children joining the program, and could mention more symbolic factors than those from group C who themselves, did not receive any direct benefit from the program.

Table 3.10: Program symbolism factors by group

Factors for the program symbolism	A	B	C	D	Total
1. The program name	✓	✓	✓	✓	4X
2. Well-known lecturers	✓	✓	✓	✓	4X
3. Free participation	✓	✓	✓	✓	4X
4. Colour motif	✓	✓	✓	✓	4X
5. The program logo	✓	✓	✓	-	3X
6. Tuition books	✓	✓	-	✓	3X
7. Tuition contents	✓	✓	-	✓	3X
8. Tuition class at the Kasetsart University	✓	✓	-	✓	3X
9. Television sattelite tuition	✓	-	✓	✓	3X
10. The name of the Kasetsart University	-	✓	-	✓	2X
11. Systematic organization	✓	✓	-	-	2X
12. Location	✓	-	-	-	1X
13. Benefits to society	✓	-	-	-	1X
14. Easy participation	-	✓	-	-	1X
15. Product package	-	-	-	✓	1X
16. Security	-	-	-	✓	1X

Sourec: focus group interviews

However, the behaviour of management was not mentioned in any of the focus groups. Staff behavioural factors were identified as shown in table 3.11. Good service is the most recognized factor that respondents mentioned. Respondents from the youngest group identified the most factors. Respondents from group C did not mentioned any staff behavioural factors.

Table 3.11: Staff and management behaviour factors by group

Factors for the staff and management behaviours	A	B	C	D	Total
Management bahaviour	-	-	-	-	-
Staff behaviour					
1. Good service	✓	✓	-	✓	3X
2. Smiling faces	✓	-	-	-	1X
3. Cheerful	✓	-	-	-	1X
4. Kind	✓	-	-	-	1X
5. Competent	✓	-	-	-	1X

Source: focus group interviews

Respondents in the four groups identified fifteen factors of program communication as summarized in table 3.12. Respondents mentioned that they knew of the program from friends, teachers, television, radio, newspapers and program brochures as the most mentioned factors among the groups. The second most mentioned factors were knowing about the program from alumni, children, company magazines, program posters and the Internet. The remainder varied among the groups.

In the youngest group, the program communications which reached them were direct contacts, such as posters, brochures and the Internet, and word-of-mouth advertising from teachers, friends and alumni. Unlike the other three groups, none of the participants in group A knew of the program from TV, radio or newspapers. In the oldest group, respondents could identify the most program communication factors. Group C received the least amount of communications from word-of-mouth advertising and could identify the fewest program communication factors.

Table 3.12: Program communication factors by group

Factors for the program communications (Know of the program from)	**A**	**B**	**C**	**D**	**Total**
1. Friends	✓	✓	-	✓	**3X**
2. Teachers	✓	✓	-	✓	**3X**
3. Television	-	✓	✓	✓	**3X**
4. Radio	-	✓	✓	✓	**3X**
5. Newspaper	-	✓	✓	✓	**3X**
6. Brochures	✓	-	✓	✓	**3X**
7. Alumni	✓	✓	-	-	**2X**
8. Children	-	-	✓	✓	**2X**
9. Company magazines	-	-	✓	✓	**2X**
10. Posters	✓	✓	-	-	**2X**
11. The Internet	✓	-	-	✓	**2X**
12. Family	-	✓	-	-	**1X**
13. Banner	-	✓	-	-	**1X**
14. Company seminars	-	-	-	✓	**1X**
15. Point of purchase	-	-	-	✓	**1X**

Source: focus group interviews

IQ 3: Key success factors of Brand's Educational Summer Camp program.

A summary of key success factors of Brand's Educational Summer Camp program is presented in table 3.13.

Responses from focus group A

Respondents identified nine factors for why they or their friends participated in the program. These factors are considered as the key success factors of the program. The nine factors which were identified by respondents from group A were tuition content, tuition books, lecturers, word-of-mouth advertising from friends, alumni and teachers, easy participation, free participation and television satellite tuition. '*I join the program because of tuition books*' (**A1**); '*The program has a set of well-known lecturers who have long-term experiences in the entrance exam tuition*' (**A4**); '*My teacher at my school strongly recommended me to join the program*' (**A7**); '*This program is very good . It's free and easy to join*' (**A5**).

Responses from focus group B

Respondents in group B identified similar factors for why they participated in the program. Eight key success factors mentioned by the respondents were tuition content, tuition books, lecturers, word-of-mouth advertising from friends, alumni and teachers, easy participation and free participation. '*It is a very good program because it provides good tuition books and free participation*' (**B7**); '*The program provides top-ten tuition lecturers for the national entrance exam*' (**B9**); '*I joined this program because my teacher recommended it'* (**B9**); *'This program provides a simple process for application and it is free*' (**B6**).

Responses from focus group C

Respondents in group C identified twelve key success factors of the program. These were a well-known program name, lecturers, the number of participants, free participation, television advertising, advertising in newspaper and radio, program brochures, public relations news and word-of-mouth advertising from students, alumni and teachers. '*I tell my friends to join the program because it is free and has famous lecturers*' (**C5**); '*Every year during the period of entrance, I hear the news about Brand's Summer Camp on TV and radio*' (**C6**); '*I saw the program advertisement in the Daily-News newspaper'* (**C3**); *'The program is very successful because it has a lot of students to join each year'* (**C5**); *'School alumni who* *participated in the program and passed the exam would be the most influential sources for the program'* (**C6**).

Responses from focus group D

Respondents in group D identified ten key success factors of the program. These were a well-known program name, tuition content, tuition books, lecturers, free participation, advertising in television and newspaper, program brochures, and word-of-mouth advertising from friends and teachers. '*Brand's Summer Camp is the most famous free tuition program among students and parents who are interested in the entrance exam*' (**D5**); '*My daughter joined the program because of the tuition books and lecturers' names*' (**D2**); '*I heard of this good program from TV*' (**D8**); '*My daughter's teacher told me about the program and recommended that my daughter participate*' (**D5**).

Overall interpretation of four age segments

In summary, the respondents in the four groups identified eighteen key success factors of the program as summarized in table 3.13. All age groups mentioned three factors: lecturers, word-of-mouth advertising from teachers and free participation. These factors are the most frequently mentioned. Additionally, four other factors, which are tuition content, tuition books and word-of-mouth advertising from friends and alumni, were identified as the second most mentioned from those groups. Respondents from groups A and B mentioned free participation as one of the key factors. Both groups have participated in the program, therefore they considered this to be an important factor. The remainder of the mentioned factors for key success factors of the program varied among the groups.

The older groups (groups C and D) considered different factors of success than the younger groups, such as television advertising, advertising in newspapers, the familiarity of the program name and program brochures. Other key success factors varied among the groups. All respondents remarked that lecturers, free participation and word-of-mouth advertising from teachers were key success factors. Respondents in all groups, except group C, identified tuition content, tuition books and word-of-mouth advertising from friends as key success factors. TV satellite tuition was identified only by the respondents from the youngest group. Group C was able to identify the most key success factors from all the groups.

Table 3.13: Key success factors of the program by group

Key success factors	A	B	C	D	Total
1. Lecturers	✓	✓	✓	✓	**4X**
2. Word-of-mouth advertising from teachers	✓	✓	✓	✓	**4X**
3. Free participation	✓	✓	✓	✓	**4X**
4. Tuition content	✓	✓	-	✓	**3X**
5. Tuition books	✓	✓	-	✓	**3X**
6. Word-of-mouth advertising from friends	✓	✓	-	✓	**3X**
7. Word-of-mouth advertising from alumni	✓	✓	✓	-	**3X**
8. Easy participation	✓	✓	-	-	**2X**
9. Television advertising	-	-	✓	✓	**2X**
10. Advertising in newspapers	-	-	✓	✓	**2X**
11. The well-known program name	-	-	✓	✓	**2X**
12. Brochures	-	-	✓	✓	**2X**
13. Television satellite tuition	✓	-	-	-	**1X**
14. Number of participants	-	-	✓	-	**1X**
15. Advertising in radio	-	-	✓	-	**1X**
16. PR news	-	-	✓	-	**1X**
17. Word-of-mouth advertising from students	-	-	✓	-	**1X**
18. Word-of-mouth advertising from family	-	-	-	✓	**1X**

Source: focus group interviews

IQ 4: Brand's Educational Summer Camp program and the corporate image

Results from each group will now be discussed followed by an overall summary of all groups regarding the impact of Brand's Educational Summer Camp program on corporate image as presented in table 3.14.

Responses from focus group A

Respondents identified how they felt about Cerebos (Thailand) Limited in relation to the program. Respondents stated that they felt good about the company and staff. *'The company gives us a good opportunity by helping us to prepare for the most important exam of our lives'* (**A1**); *'When I joined the program, I felt good about*

Cerebos and their staff in organizing such a good program to help me in the entrance exam' (**A4**). One of the respondents mentioned that the program could build a good company image. '*Brand's Summer Camp program can give the company a good image in that they help society by supporting education*' (**A3**). Respondents stated that the program could make the company and the product more well-known. '*Brand's Summer Camp program made me aware of Cerebos and it can make the company more well-known*' (**A7**); '*The program can be used to create good public relations for Brand's*' (**A3**). Many respondents identified that they wanted to buy the company's products in order to support company activities. '*If I will buy essence of chicken, I will buy Brand's because Brand's provides a good program for society*' (**A**); '*I buy Brand's in order to help the company because I got free tuition books from the program and I want to do something good by supporting the program indirectly*' (**A7**). When gender differences were considered, no significant differences in attitudes towards the company nor the product for this group were found.

Responses from focus group B

Respondents from group B showed similar results to group A in how they felt about Cerebos (Thailand) Limited in relation to the program. Respondents remarked that the program made them feel good about the company. '*I feel better about Cerebos since I have participated in the program*' (**B3**). Respondents remarked that the program could build a good company image and a good product image. '*Brand's Summer Camp program make us feel that Cerebos is the education support company and that is good for society*' (**B4**). It was identified by respondents that the program could make the company and the product more well-known. '*This program is very well-known among the students who want to pass the entrance exam. Therefore, the program gives the company and the product good publicity*' (**B9**). Respondents identified that they would not only buy, but also consume, the products more from the company due to this program. Like group A, there were no significant differences in attitudes towards the company nor the product for this group based on gender.

Responses from focus group C

Respondents from group C identified how they felt about Cerebos (Thailand) Limited in relation to the program. They felt good about the company. ‘*This program makes me feel good about the company and feel close to the company*’ (**C2**). Some respondents remarked that the program led to establishing positive image both for the company and for their products. ‘*I think the Summer Camp program gives the company a good image among the participants and their parents*’ (**C7**). It was mentioned by respondents that the program made the company and product more well-known. They could recognize the product name better than those of competitors. Some respondents identified that the program made them want to buy the company’s products and increase the product’s credibility. ‘*When I want to buy essence of chicken, the program activities that I have heard of make me feel comfortable in buying Brand’s*’ (**C5**). When comparing genders, there were not any differences in attitudes towards the company nor the product for this group.

Responses from focus group D

Respondents in group D identified similar results to other groups in how they felt about Cerebos (Thailand) Limited regarding the program. Many respondents mentioned that they feel good about the company and the product due to the program. ‘*The program gives me a good impression of Cerebos in that they return some of their profit to society*’ (**D1**). Respondents remarked that the company could build a positive image and was better known due to the program. They also want to buy and consume more of the company’s products. ‘*The program could be a good tool for Brand’s to advertise and communicate with the students and their parents. Like me, when my daughter participated in the program, it made me want to buy the product*’ (**D3**) Moreover, some respondents would recommend the product to others. Similarly to other groups, there were no significant differences between genders in attitudes toward the company nor the product for this group.

Overall interpretation of four age segments

In brief, the respondents in the four groups identified how they felt and believed about Cerebos (Thailand) Limited in relation to the program as summarized in table 3.14. It was identified by all age groups that they felt good about the company and wanted to buy the company's products. Additionally, they felt that the program could build a good company image and make the product more well-known. All age groups, excluding group D, remarked that the program could make the company more well-known. Respondents from both groups B and C identified that the program could build a good product image. Moreover, it was stated by respondents from groups B and D that they would consume the company's products more. Only the youngest group of respondents mentioned having good feeling about the company staff. The remainder of attitudinal factors varied among the groups.

Table 3.14: Respondents' attitudes toward Cerebos (Thailand) Limited in relation to the program by group

Respondent's attitudes	A	B	C	D	Total
1. Feel good about the company.	✓	✓	✓	✓	**4X**
2. Build a good company image.	✓	✓	✓	✓	**4X**
3. Make the product more well-known.	✓	✓	✓	✓	**4X**
4. buy the product.	✓	✓	✓	✓	**4X**
5. Make the company more well-known.	✓	✓	✓	-	**3X**
6. Build a good product image.	-	✓	✓	-	**2X**
7. consume the product more.	-	✓	-	✓	**2X**
8. Feel good about the company staff.	✓	-	-	-	**1X**
9. Feel good about the product.	-	-	-	✓	**1X**
10. Increase product credibility.	-	-	✓	-	**1X**
11. Recommend the product to others.	-	-	-	✓	**1X**

Source: focus group interviews

Conclusions for the refinement of the preliminary research model. The above results from the four focus groups of Cerebos's customers will be interpreted, summarized and applied to refine the preliminary research model regarding the impact societal marketing on corporate image. Then, the research model for the major study of this thesis will be refined in section 3.5.

Based on these findings, the preliminary research model as shown in section 2.5 is supported by many points. Similarly to the in-depth interview results, the findings of the four focus groups showed that a societal marketing program, namely Brand's Educational Summer Camp could make the company's customers feel good about the company and build a positive image for both the company and the product. The program could make the company and their products better known by consumers. Furthermore, customers would like to buy the company product.

Company-marketing communication factors, excluding the program communications, were also identified by respondents as impacting on company image. The primary company communications mentioned were product packaging, promotional girls, salesmen, company magazines, company direct mailing and company seminar. However, most respondents also mentioned secondary company communications, such as advertising and promotional materials. Some respondents identified tertiary company communications, such as word-of-mouth advertising from storeowners, family, elders, friends and alumni. The findings of this factor are summarized in table 3.15.

Table 3.15: Overall outcome of company marketing communications

Type of company communications	Group A	Group B	Group C	Group D	Total
Secondary marketing communications	✓	✓	✓	✓	**4X**
Primary marketing communications	-	-	✓	✓	**2X**
Tertiary marketing communications	✓	-	✓	-	**2X**

Source: analysis of focus groups data based on table 3.9

According to the societal marketing program identity in the preliminary research model, the program visuals and other tangible factors, behaviours and other intangibles, and program communications are supported by these findings. Here, program visual symbolism identified by respondents were program name, motif colour and program logo. Other program tangibles were lecturers, free participation, tuition books, tuition content, tuition class at the university and television satellite tuition. Respondents mentioned all primary, secondary and tertiary program communications. Primary program communications were company seminar, company magazines and point of purchase. Secondary program communications included program promotional materials and television, radio and newspaper advertising. Tertiary program communications were word-of-mouth advertising from friends, teachers, alumni and children.

Staff behaviours were made manifest through good service, smiling faces, cheerfulness, kindness and competency. However, one of the societal marketing program identity variables listed in the preliminary model, that of management behaviour, was not supported by respondents. Other intangibles or perceived benefits identified by respondents were free participation, ease of participation and benefit to society. The findings of these factors are summarized in table 3.16.

Table 3.16: Overall outcome of the societal marketing program identity

Societal marketing program identity	Group A	Group B	Group C	Group D	Total
Program visual symbolisms	✓	✓	✓	✓	4X
Other tangible symbolism	✓	✓	✓	✓	4X
Secondary program communications	✓	✓	✓	✓	4X
Tertiary program communications	✓	✓	✓	✓	4X
Other intangible (perceived benefits)	✓	✓	✓	✓	4X
Staff behaviour	✓	✓	-	✓	3X
Primary program communications	-	-	✓	✓	2X
Management behaviour	-	-	-	-	-

Source: analysis of focus groups data based on table 3.10, 3.11, and 3.12

Unlike the in-depth interview results, respondents from the four age groups were not significantly different in attitudes toward the company image of Cerebos and their products regarding the societal marketing program. Moreover, there were no differences between gender in attitudes toward the company nor for the product for all four focus groups.

3.4.4 Summary of focus groups

The four focus groups of Cerebos's customers attempted to identify variables influencing corporate image in relation to a societal marketing program, namely Brand's Educational Summer camp program. In summary and based on focus group results, no new variables have been found. Respondent groups, however, did not identify management behaviour, age and gender. In the next section, the refinement of the research model based on findings from both in-depth interviews of Cerebos managers and from focus groups of Cerebos customers will be addressed.

3.5 Summary of implications for the research model

This section presents a summary of implications regarding the research model for a Thai context, based on both findings from in-depth and focus group interviews. With respect to findings from these exploratory studies, no other new variables were disclosed. However, the findings did suggest that variables, such as societal marketing program identity and corporate marketing communications, might be of greater influence than domographic characteristics. Additionally, some factors identified in the literature, such as management behaviour and gender, were not identified in the exploratory. However, these factors will remain in the model for further testing. The research model for this study remains unchanged as figure 2.2.

In breif, independent variables then are composed of societal marketing program identity (SMPI), corporate marketing communications (CMC) and demographic characteristics. Societal marketing identity consists of program visual symbolism and other tangibles, management and employee behaviour, perceived benefits and program communications. Program communications refers to primary, secondary and tertiary communications of the program itself. Corporate marketing communications are composed of primary, secondary and tertiary marketing communications employed by company. Demographic characteristics include gender, age, educational level, income level and marital status. All these variables will impact on customer attitudes toward corporate image. Customer attitudes toward the company however focus only on feeling and belief components. Conclusions derived from this chapter will be made explicit in the following section.

3.6 Conclusions

This chapter has reported on exploratory research regarding the impact of societal marketing on corporate image. It has refined a research model particular to the Thai context as the major study for this thesis. Section 3.2 justified the use of exploratory research, in particular the use of in-depth interviews of management and focus group interviews on consumers themselves.

Section 3.3 reported in-depth interviews of three Cerebos's managers. The key results generated included a profile of respondents, their opinions about societal marketing in Thailand, objectives of implementation, company communications, program identity, key success factors of the program, results of the program, relationship between program and corporate image and the relationship between customers' demographics and corporate image.

Section 3.4 was the second phase of exploratory research. Four focus group interviews of Cerebos customers, were presented to identify variables influencing corporate image in relation to a societal marketing program, namely Brand's Educational Summer Camp program. Key results included Cerebos's communications, program identity, key success factors of the program and the relationship between program and corporate image.

In section 3.5, the preliminary research model for this thesis created for the Thai context, was revised, based on findings from the two phases of in-depth and focus group interviews. The final research model showed no differences from the previous model in section 2.5 as no other new variables were recovered in the exploratory stage.

4 RESEARCH METHODOLOGY

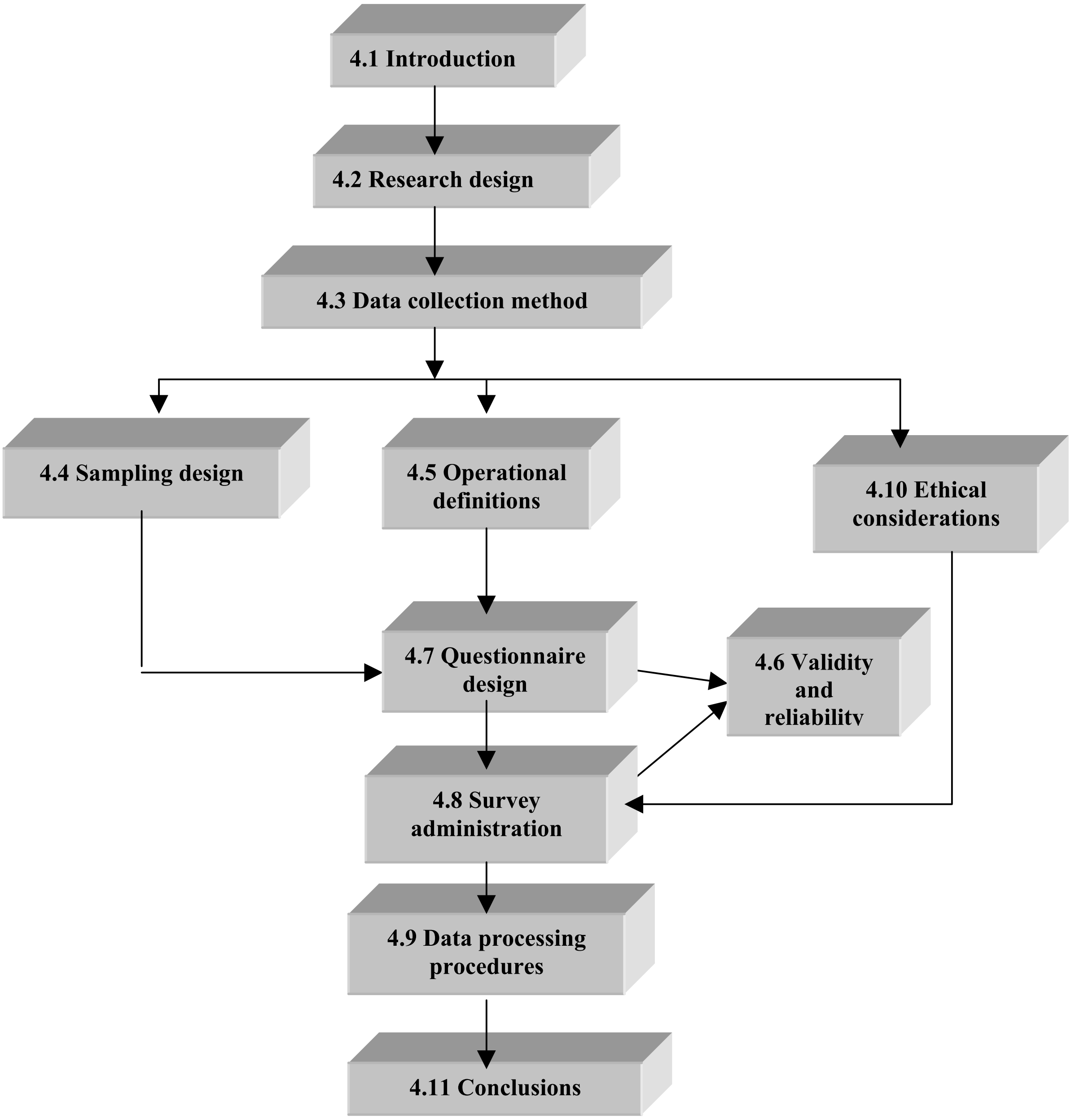
4.1 Introduction

The purpose of this chapter is to describe the research methodology used for collecting and analyzing data used to test the research model on the impact of societal marketing on corporate image in the Thai context, revised in the previous chapter.

This chapter is organized into 11 sections as shown in figure 4.1. Research design is described in section 4.2 then choice of data collection method is justified in section 4.3. Next, the sampling design is described in section 4.4. Operational definitions are presented in section 4.5 and an evaluation of the study in relation to validity and reliability is detailed in section 4.6. Questionnaire design is then described in section 4.7 and the steps of survey administration in this research are outlined in section 4.8. Next, the data processing procedures are presented in section 4.9. Ethical considerations regarding the research design are discussed in section 4.10. Finally, conclusions are drawn in section 4.11.

Figure 4.1

Outline of chapter 4



Source: developed for this research

4.2 Research design

A research design is 'a master plan specifying the methods and procedures for collecting and analyzing the needed information' (Zikmund 1997, p. 48). It is used as a plan of action in order to solve a particular problem for researchers, specifying the type of information to be collected, the sources of data and the data collection procedure (Cooper & Schindler 2001; Davis & Cosenza 1988; Frazer & Lawley 2000). A good design ensures that the collected data is consistent with research objectives and uses accurate and economical procedures (Kinnear & Taylor 1996).

Following the exploratory research reported on in the previous chapter, this chapter focuses on the methodology for the second and major phase of the study. Descriptive research is used to describe and measure phenomenon to allow greater understanding (Zikmund 1997). It helps in understanding the attitudes of customers toward the company utilizing a societal marketing program, making specific predictions and offering ideas for further probing and research, or determining the extent to which societal marketing and corporate image are associated (Kinnear & Taylor 1996; Sekaran 2000; Stevens et al. 2000). Unlike exploratory research, descriptive research is highly structured and rigid in its approach to data collection (Stevens et al. 2000). In addition, descriptive studies are based on some previous understanding of the nature of a research problem (Zikmund 1997), as was established in this research in previous chapters. Thus, this design, which will result in the collection of quantitative data, is appropriate to test the research model on the impact of societal marketing on customer attitudes toward corporate image as developed in preceeding chapters.

4.3 Data collection method

This section justifies the use of mail questionnaires as the method of data collection for the major study of the research. A number of data collection methods are identified in the literature, including personal interviews, telephone interviews, mail surveys and online surveys, as well as various combinations of the above (Cooper & Schindler 2001; Stevens et al. 2000; Zikmund 1997). While each method has different strengths and weaknesses, the mail survey was chosen as the most appropriate method and is justified as follows.

Five criteria for choosing the most appropriate data collection method (Sekaran 2000), including the degree of accuracy required, availability of time, research cost, availability of facilities and expertise of the researcher, were used to select the most appropriate design. Each criterion will be discussed next in relation to this study to demonstrate that the mail survey method of data collection was the most appropriate for this research.

Firstly, mail surveys are considered to have a high level of accuracy. Respondents completing the questionnaire can think about questions in their own time (Cooper & Schindler 2001; Sekaran 2000; Zikmund 1997) in order to provide accurate research data. Mail surveys are also perceived as being anonymous (Cooper & Schindler 2001). Therefore, better-quality data can be collected on issues of a sensitive nature in Thai culture, such as for instance income level, without influence from the interviewer (Kinnear & Taylor 1996). Secondly, although the preparation and administration periods for a mail survey require comparatively more time than other methods, this researcher has adequate time to conduct a mail survey without obstacle. Thirdly, mail questionnaires are a cost-effective way to reach a large sample throughout a wide geographic area (Cooper & Schindler 2001; Stevens et al. 2000) covering the whole area of Thailand with almost 62 million people. Hence, the adoption of the mail survey method allows the researcher to continue within the current budget. Fourthly, the research facilities available to the researcher are adequate for conducting a mail survey. Finally, the researcher has previous experience in conducting consumer mail surveys which will facilitate the process.

Moreover, mail surveys are preferred over the alternatives of personal, telephone or e-mail surveys (Cooper & Schindler 2001; Kinnear & Taylor 1996; Sekaran 2000;

Stevens et al. 2000; Zikmund 1997). The relative advantages and disadvantages of mail surveys compared to other communication methods are summarized in appendix 4.1 and are briefly discussed next.

Questionnaires are an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables (Sekaran 2000), such as in this study where exploratory research has already been conducted to identify variables as outlined in chapter 3. A mail questionnaire survey was therefore chosen for this study based on the following benefits.

Mail questionnaires:

- are cost-effective, particularly in this study which requires large numbers of respondents (Cooper & Schindler 2001; Kinnear & Taylor 1996; Stevens et al. 2000; Zikmund 1997);
- are perceived as highly anonymous, which ensures a higher degree of honesty and cooperation from respondents (Cooper & Schindler 2001; Kinnear & Taylor 1996; Sekaran 2000; Stevens et al. 2000; Zikmund 1997);
- are suitable when dealing with sensitive issues under investigation in this study, in particular respondents' income level which was obtained through pre-focus group questionnaires in the exploratory stage (Kinnear & Taylor 1996; Stevens et al. 2000);
- allow respondents time to think about questions responding at their convenience (Cooper & Schindler 2001; Sekaran 2000; Zikmund 1997). Allowing respondents to complete the survey at their convenience allows the participation of people with varying time schedules;
- allow contact with hard-to-reach respondents, such as those with no telephone line or those living in isolated areas who can only be contacted easily through mail as database entries do not necessarily have telephone contact information

for all potential participants (Cooper & Schindler 2001; Stevens et al. 2000; Zikmund 1997);

- are appropriate for covering a wide geographic area without increases in cost. Mailing costs, throughout Thailand, are the same and the sample for this study is spread throughout this area (Cooper & Schindler 2001; Sekaran 2000; Stevens et al. 2000; Zikmund 1997);
- minimize the effects of interviewer bias as may occur through personal contact, through the use of tactics such as interviewer dominance, probing or interviewer cheating (Kinnear & Taylor 1996; Stevens et al. 2000). Interviewer attitude may be conveyed to respondents in personal interviews or leading questions used to influence respondent's response;
- can be conducted by using minimal staff and facilities as are available for this study (Cooper & Schindler 2001);
- reduce nonresponse rate caused by respondents not being at home at a particular time (Kinnear & Taylor 1996) such as may occur with telephone interviews; and
- require neither computer literacy nor software instruction for progression through the process (Cooper & Schindler 2001; Sekaran 2000) as the researcher has neither access to email addresses nor sufficient background in creating electronic surveys.

Although mail questionnaire surveys have many benefits for use in this study, they also have some limitations which will be minimized as follows:

- Accurate mailing addresses are required to reduce nondelivery or nonreturn issues (Cooper & Schindler 2001; Kinnear & Taylor 1996). In this study, an accurate mailing list was obtained from Cerebos' Customer database. Therefore, this issue will be minimized.
- This study employed several strategies, such as sending pre-notification, cover and follow-up letters, incentives for return mail, stamped envelopes for return

and a brief questionnaire (Cooper & Schindler 2001; Sekaran 2000), all in order to maximize response rates as will be discussed in detail in section 4.8.

- Questionnaires should not be long nor complex (Cooper & Schindler 2001; Stevens et al. 2000). In this study, questions were carefully designed to simplify responses about complex issues. Some pre-test techniques, such as pre-test with different groups including actual respondents, marketing colleagues and academic supervisors (Czaja & Blair 1996), were applied as discussed in section 4.7.
- Enlisting respondent cooperation by postal mail is considered as being moderately effective. Poorly designed questionnaires will have a low response rate (Zikmund 1997). The importance and usefulness of this study will be emphasized through strategies as discussed in section 4.7 to encourage participation.
- As there is no interviewer involvement in the data collection process for mail surveys, respondents cannot ask questions for clarification, which in turn may lead to inaccurate results resulting from confusion (Cooper & Schindler 2001; Kinnear & Taylor 1996; Sekaran 2000; Zikmund 1997). The questionnaire used in this study was carefully structured to eliminate the need for interviewer input.

In conclusion, all of the limitations in relation to the use of mail questionnaire surveys were minimized for this study, making this method feasible. The next section will address the population of interest in this study and describe the sample used.

4.4 Sample design

The sample design used a five-step approach from Stevens et al. (2000). This includes, the population relevant to the study, the sampling frame, the sampling method, the determination of sample size and sample selection.

Population. The population relevant to a study is defined as 'a complete group of entities sharing some common set of characteristics' (Zikmund 1997, p. 414). In this study, the population are all customers of Cerebos (Thailand) Limited in Thailand.

Sampling frame. A sampling frame is defined as 'the list of elements from which the sample is actually drawn' (Cooper & Schindler 2001, p. 170). The sampling frame in this study was the 2001 Cerebos customer database containing approximately 2 percent of their total customers, approximately 92,000 persons and an age range over 15 years old. The Cerebos database profile of customers, shown in table 4.1, was collected through the company's marketing activities such as a lucky draw. Each customer in this database is a single member of the population and is defined as an element (Sekaran 2000) or a sample unit (Zikmund 1997).

Table 4.1: The 2001 Customer database of Cerebos (Thailand) Limited by age and gender

Age	Number	%	Gender	Number	%
15-21	8,132	8.8	**Male**	40,048	43.5
22-29	21,359	23.2	**Female**	52,063	56.5
30-45	44,670	48.5	**Total**	**92,111**	**100**
> 46	17,950	19.5	**-**	-	-
Total	**92,111**	**100.0**	**-**	**-**	**-**

Source: adapted from the 2001 customer database of Cerebos (Thailand) Limited

Sampling method. As a mail survey method will be applied in this research, it is possible to use a probability sampling method for the selection of customers of the firm implementing a societal marketing program in order to generalize the findings and assess differential parameters in subgroups of the population (Sekaran 2000; Zikmund 1997). Hence, a proportionate stratified sampling design was selected as discussed next.

Stratified sampling is identified as '...a process of stratification or segregation, followed by random selection of subjects from each stratum' (Sekaran 2000, p. 273). In this study, each member group of the population has a known probability of being selected. This method is efficient when differentiated information is needed regarding various strata within a population because it provides more information within a given sample size (Sekaran 2000). In addition, it allows for a reduction of standard error over simple random sampling (Kinnear & Taylor 1996; Zikmund 1997). Thus, the confidence interval will be smaller. First, the population will be divided into mutually exclusive and collectively exhaustive subgroups or strata. Based on the exploratory research in chapter 3, the stratum in this study will be age. In proportionate stratified sampling for this research, the number of sampling units drawn from each age group will be in proportion to the relative population size of that stratum (Zikmund 1997). This method is more popular than other stratified sampling procedures because it is much easier to carry out and provides a self-weighting sample (Cooper & Schindler 2001). Therefore, using this type of sampling method in this study is justified.

Sample size. The decision on sample size was based on a minimum amount for data analysis using structural equation modeling. A suggested sample size of 200 to 500 should be adequate for the data analysis technique (Hair et al. 1998; Sudman 1976). Due to budget constraints and practicalities of the sample frame, 3,000 questionnaires will be mailed to Cerebos's customers selected through the above sampling method. A sample size of 500 respondents is expected for this research from return mails. The next section will describe the operational definitions of key constructs.

4.5 Operational definitions

This section addresses the measurement issues of conceptualization and operationalization of variables in the research model shown in section 2.5. Principles of measurement are followed to ensure that the data collected are appropriate to test the hypotheses (Sekaran 2000). The measurement process for this thesis is summarized in table 4.2.

Table 4.2: Measurement process used in this thesis

Steps	Where addressed in this thesis
Pre-measurement	
1. Formulate problem	Chapter 1
2. Identify empirical data	
• Literature review	Chapter 2
• Exploratory study	Chapter 3
3. Develop hypotheses and concepts	Chapter 2 and 3
Measurement	
4. Develop conceptual definitions	Section 4.5
5. Design measurement scale	Section 4.5
6. Evaluate scale for reliability and validity	Section 4.6
7. Apply scale	Chapter 5

Source: adapted from Davis & Cosenza (1993) and Sekaran (2000) for this thesis

The first three steps, including problem identification, empirical data isolation and concept and hypothesis development, are included in the pre-measurement stage. These steps have been covered in the previous three chapters. In the measurement stage, conceptual and operational definitions of the constructs are presented, followed by the design of measurement scales and their evaluation in relation to validity and reliability. The final step of applying the scales will be presented in the next chapter.

The constructs from each of the hypotheses in section 2.5 are then conceptualized and operationalized in order to collect relevant data. A full description of the constructs is shown in table 4.3, which documents:

- the original hypotheses which were proposed in section 2.5;
- the constructs which are derived from the hypotheses;
- conceptual definitions from each construct;
- variable names for each construct;
- operational definitions for each construct;
- the relevant survey questions which are designed to obtain the data required in the operational definitions; and
- the level of measurement scale referring to each question.

Table 4.3: Constructs and definitions used in this thesis

Construct	Related Hypothesis	Conceptual definition	Operational definition	Survey question	Scale
Societal marketing program identity ↓ **Attitudes toward corporate image**	**H1**	**Societal marketing program identity**: Identities of the marketing program which preserves or enhance the consumer's and the society's well-being.	**Multiple measures:** 1. Visual symbolism. 2. Other tangibles. 3. Perceived benefits. 4. Management behaviour. 5. Staff behaviour. 6. Primary program communications. 7. Secondary program communications. 8. Tertiary program communications.	1. C1 - C3 2. C4 - C8 3. C9 - C12 4. C13 - C16 5. C17 – C20 6. B6, B 14, B16 7. B8 - B13, B15 8. B1-B5, B7	Interval Interval Interval Interval Interval Interval Interval Interval
		Attitudes toward corporate image: Totality of a customer's perceptions of the way an organization presents itself through corporate identity mix, either deliberately by controllable sources or accidentally by uncontrollable sources.	**Attitude measures:** 1. Belief towards company. 2. Feeling towards company.	1. E1-9, E19 2. E10-E18, E20	Interval Interval
Corporate marketing communications ↓ **Attitudes**	**H2**	**Corporate marketing communications :** All kinds of corporate marketing communications to customers.	**Multiple measures:** 1. Primary corporate communications. 2. Secondary corporate communications. 3. Tertiary corporate communications.	1. D5, D14, D16-D20 2. D7-D13, D15 3. D1-D4, D6	Interval Interval Interval

Construct	Related Hypothesis	Conceptual definition	Operational definition	Survey question	Scale
toward corporate image		**Attitudes toward corporate image:** See H 1.	**Attitude measures:** See H 1.	See H 1.	See H 1
Demographics ↓ **Attitudes toward corporate image**	**H3, H4, H5, H6, H7**	**Demographics:** Gender, age, marital status, educational level and income level of customers. **Attitudes toward corporate image:** See H 1.	1. Sex of the customers, 2. Age of customers by range 3. Married, divorced or single customers 4. The highest level of education completed, 5. Amount of income per month of the customers. **Attitude measures:** See H 1.	1. F1 2. F2 3. F3, F4 F5 4. F6 5. F7 See H 1	Nominal Ratio Nominal Ordinal Ordinal Ordinal See H 1

Source: developed for this thesis based on literature review in chapter 2 and exploratory studies in chapter 3

Conceptual and operational definitions. The measurement process in this study involved both conceptualizing and operationalising each variable or concept of interest. Conceptualization is the process of applying an abstract or theoretical definition into a concept (Neuman 1994; Sekaran 2000; Zikmund 1997). In table 4.3, a conceptual definition of each of the constructs in this study has been listed. Based on the literature review, care was taken to define clear, specific and unambiguous definitions that relate to the theoretical framework (Neuman 1994). For example, the concept of 'Attitude towards corporate image' was conceptually defined as 'the totality of a customer's perceptions of the way an organization presents itself through corporate identity mix, either deliberately, by controllable sources, or accidentally, by uncontrollable sources'.

Operationalization is the process of developing a definition in relation to specific procedures or operations that will be able to measure the concept (Neuman 1994; Sekaran 2000; Zikmund 1997). An operational definition of each of the concepts in this study is listed in table 4.3, including the relevant scale of measurement and question numbers in the survey questionnaire. The survey questionnaire is shown in appendix 4.2. For instance, the concept of 'perceived benefits' will be measured by using four indicators based on the literature review in chapter 2 and exploratory studies in chapter 3: free participation, long-term establishment of the program, benefit to students and benefit to society.

4.6 Validity and reliability

In this research, the criteria of validity and reliability, which are important for evaluating the measurement phase, were considered carefully. Validity ensures the ability of a scale to measure the concept of interest (Sekaran 2000). *Internal validity* is the degree of confidence the researcher has in the causal affects between variables. *External validity* is concerned with the generalizability of the results of the causal study from specific settings and samples to a broad range of populations and settings (Cooper & Schindler 2001; Sekaran 2000; Stevens et al. 2000). As a probability sampling design will be used in this research, a high degree of external validity will be achieved in the research design. Next, validity will be considered in more detail.

Validity. Validity refers to the accuracy of measurements of a concept. The difficulty in assessing validity is that the true value is usually unknown. Therefore, absolute validity cannot be measured due to the abstract nature of concepts, although the indicators used to measure them are concrete (Neuman 1994; Stevens et al. 2000). Several types of measurement validity are relevant to this study and will now be discussed.

Content or face validity is the degree to which the content of a questionnaire provides adequate coverage of what it intends to measure under the topic of the study (Cooper & Schindler 2001; Sproull 1995; Stevens et al. 2000). The researcher uses subjective judgement for evaluation of content validity. However, in order to strengthen content validity, several procedures are recommended (Czaja 1998; Davis & Cosenza 1993; Kinnear & Taylor 1996). Firstly, prior literature should be reviewed to identify possible dimensions. Secondly, experts in the field should be asked to give suggestions for amendments to the questions in the questionnaire. Thirdly, the measurement scales should be pre-tested on a set of the researcher's marketing colleagues, five research experts and a set of respondents who are members of the population of interest. Finally, the researcher should modify the measurements based on feedback received from all groups (Davis & Cosenza 1993). These procedures were expanded and employed in this study in the following manner.

In the initial stage, the literature review and exploratory research were conducted to gain insights for the researcher, in order to obtain some background and understanding of the issues involved. From this knowledge, the researcher could formulate relevant concepts and appropriate measures. To strengthen this process, five research experts, familiar with the study, were asked to evaluate the content validity of the measures. The questionnaire was then developed and pre-tested on academic supervisors all experts in the field, a small group of Cerebos's marketing management and 211 customers from the sample group of the study population. The questionnaire was modified based on the feedback. Hence, content validity was achieved through research design.

Construct validity is used to relate the construct of interest to other constructs such that a theoretical framework is developed with marketing phenomenon being measured. Validity increases as a correlation between the construct of interest and the related constructs increases in a predicted manner (Kinnear & Taylor 1996). This validity is relevant when multiple indicators are used to measure a single concept. To ensure that the independent multi-item variables for this study have adequate construct validity, convergent validity was measured and reported in chapter 5.

Convergent validity occurs when the scores obtained by two different indicators measuring the same concept are highly correlated (Sekaran 2000). Such indicators provide confidence that these items can be combined to form a single measure (Neuman 1994). In this thesis, multiple indicators were used to measure the concept of attitudes toward corporate image, societal marketing program identity, corporate marketing communications and demographics. The concepts and their indicators are described in table 4.3. Construct validity can be established through factor analysis when the data are statistically analyzed and are reported in the next chapter of this study.

Statistical validity is established when appropriate statistical procedures are chosen for data analysis and the relevant hypotheses are recognized (Neuman 1994). The statistical tests applied in this study and their corresponding procedures are described in detail in chapter 5.

Reliability. The reliability of a measure indicates the degree to which a measurement is free of random or unstable error (Sekaran 2000; Stevens et al. 2000; Zikmund 1997). Four procedures were used to increase the reliability of measures. Firstly, the constructs must be clearly conceptualized. Secondly, the highest level of measurement possible should be used. Thirdly, multiple measures of a variable will increase reliability. Finally, the measurements should be pre-tested and able to be replicated (Neuman 1994).

Firstly, clear conceptual and operational definitions for each concept were developed as mentioned in section 4.5. As the operational definitions show in table 4.3, care was taken to differentiate between concepts so that the indicators measured only one concept. Secondly, this study used the highest level of measurement possible. Data concerning societal marketing program identity, corporate marketing communications and attitudes toward corporate image were collected in the form of interval scales. These scales are more precise and reliable than a lower level of scale (Sekaran 2000). Thirdly, a number of concepts, such as societal marketing program identity, were operationalized by the use of multiple indicators. In this strategy, the measurements are taken from a wider range of content of conceptual definitions. Moreover, several indicators from the same concept tend to be more reliable and are less likely to have the same systematic error than a single indicator (Neuman 1994). Finally, the questionnaire was carefully pre-tested with 200 actual respondents from the sample group of the study population and modified before being administered. Hence, the reliability of the study was assessed throughout the research design.

In conclusion, a high degree of validity and reliability was integrated into the research design at this stage. The next section will describe the questionnaire development process.

4.7 Questionnaire design

The questionnaire is an important instrument in research as a tool for data collection (Oppenheim 1992; Kinnear & Taylor 1996). The principles of questionnaire design are concerned with the wording, organization and power of measurement for the entire questionnaire (Sekaran 2000). Therefore, the quality of the questionnaire is dependent on the skill and judgement of the researcher due to the need for clear understanding of the information needed, sensitivity to the role of the respondents and extensive pre-testing (Kinnear & Taylor 1996). The questionnaire in this major study will be based on the development process using the following approach. The design of the questionnaire and its administration for the major study followed six steps which were adapted from Churchill (1979), Frazer and Lawley (2000) and Kinnear and Taylor (1996) as shown in table 4.4.

Table 4.4: Questionnaire design and administration process used in this thesis

Step	Where addressed in this thesis
1. Determine study objectives	Chapter 1
2. Determine the appropriate data collection method	Section 4.3
3. Determine data required	Section 4.5
4. Develop questions • Question content • Question wording • Response format • Structure and layout	Section 4.7
5. Pre-test and revise the questionnaire	Section 4.8
6. Assess the reliability and validity of the questionnaire	Section 4.6
7. Implement survey and gather data	Section 4.8

Source: adapted from Churchill (1979), Frazer and Lawley (2000) and Kinnear and Taylor (1996)

Question development. The design of the questionnaire is dependent on previous decisions regarding the research objectives, the nature of the research design, the source of data, the target population, the sampling plan, the communication method, the measurement techniques and data processing and analysis plan (Kinnear & Taylor 1996). The first three steps in table 4.4 are discussed in the sections indicated. The fourth step is to develop the questions and the techniques which will be applied, as will now be discussed. The question content is determined by reviewing the research objectives in step 1 and seeing what needs to be addressed. Question content is influenced by respondent's ability and willingness to respond accurately (Kinnear & Taylor 1996). Additionally, question wording can be related to systematic biases and random error (Sekaran 2000). Therefore, in developing the questions used in this study, a number of principles related to good question design were used, as demonstrated in table 4.5 (Cooper & Schindler 2001; Frazer & Lawley 2000; Kinnear & Taylor 1996; Oppenheim 1992; Sekaran 2000; Sproull 1995; Stevens et al. 2000; Zikmund 1997). The table shows that several principles of good question design and their application were carefully applied in order to avoid biases and to gather the exact level and type of information required for this research.

Table 4.5: Principles of question designs used in this study

Principle of good question design	Application to questions in this study
Use brief questions.	Care was taken to ensure that unnecessary and redundant words were eliminated.
Use simple words.	Care was taken to ensure that simple and clear wording was used. To avoid situations where respondents do not know what the terms mean and guess or pretend to know the answers, some words were explained.
Use words which are uniformly understood.	Marketing and legal terms were excluded in favor of more general terminology.
Use stand-alone questions.	Care was taken to ensure that questions were written as complete sentences and that meanings were clear.
Use questions which can be applied to all respondents.	The screening question was provided in question A2. Those responding as 'No' received instruction to skip to section F, leaving the remaining respondents to answer questions on the issue.
Use mutually exclusive answer choices when only one answer required.	All questions requiring only one answer were dichotomous with a choice of 'Yes' or 'No', such as questions A1 and A2.
Ask questions which can be answered with minimal effort.	Questions were designed to be answered with minimal effort and with a high level of measurement.
Ask only necessary questions.	Care was taken to ensure that all questions were relevant to the topic. To ensure this, questionnaire content validity was tested by a group of experts. The questions were reduced from initial 96 questions to 87 questions.
Use positive questions.	Care was taken to keep the tone of the questions positive. Generally, it will provide the highest level of respondent cooperation (Stevens et al. 2000).
Avoid double-barreled questions.	Care was taken to ensure that each question refers to only one topic.
Avoid abbreviations, acronyms, jargon and technical terms	Care was taken to ensure that no abbreviations, acronyms, jargon and technical terms were used. For example, the term 'corporate marketing communications' was replaced by the term 'what you have heard from Cerebos'.
Avoid double negatives.	Care was taken to ensure that no questions used double negatives.
Avoid biased questions.	Care was taken to develop response categories based on results from the exploratory study and the literature review. Space was provided for respondents to give other answers such as in questions A4, B17, etc.
Avoid questions that are too demanding.	Most of the questions used a check box response format. Therefore, respondents were less tasked to respond. Only questions F2 and F5 asked respondents to fill in a number.
Avoid hypothetical questions.	Abstracts were avoided. Respondents are asked specific questions of fact.
Avoid leading questions.	Care was taken to avoid questions that suggest or imply certain answers rather than eliciting what respondents exactly think.

Principle of good question design	Application to questions in this study
Avoid loaded questions.	Care was taken to avoid questions that suggest social-desirability or are emotionally charged. The split-ballot technique was used to control response biases, such as in questions E11 and E17.
Beware of respondent willingness to give information.	It was assumed that Cerebos' customers would have the ability to provide the answers requested and the questionnaire was designed to minimize efforts of the respondents to complete it. However, the respondents who omit some questions will be later called by the researcher and asked to complete the missing data.
Beware of not assuming too much knowledge.	Questionnaire will be directed to Cerebos' current customers, who are expected to know of the company's program activities.
Beware of the technical accuracy of the questions.	All words, which were technically inaccurate, were eliminated during the pre-testing stage.
Beware of objectionable questions.	Sensitive questions, which could be considered objectionable, were placed at the end. In this questionnaire, the income question was placed as question E7.

Source: adapted from Cooper and Schindler (2001), Frazer and Lawley (2000), Kinnear and Taylor (1996), Oppenheim (1992), Sekaran (2000), Sproull (1995), Stevens et al. (2000) and Zikmund (1997) for this thesis

Sources of measurement error. When administering a mail survey, several sources of measurement error or bias can occur as discussed next.

Sampling error occurs due to chance variation in the scientific selection of the sampling unit when a sample of the population is selected and surveyed (Zikmund 1997). To minimize sampling error in this study, the researcher decided to use a sample size of Cerebos' customers with up to 500 respondents.

Nonresponse error occurs when the respondents who respond to the survey are different from those who do not respond in some significant way (Stevens et al. 2000; Zikmund 1997). This kind of error and the ways to improve the response rate will be discussed in section 4.8. The tests for nonresponse error will be described in the next chapter, the data analysis.

Response bias occurs when a response to a questionnaire is falsified or misrepresented, either intentionaly or inadvertently (Zikmund 1997). This type of bias in this study was controlled through question wording, the sequence of questions and careful editing of questionnaires once completed.

Level of measurement. After describing the techniques used to minimize measurement errors in the previous section, this section outlines the levels of measurement chosen for measuring the relevant constructs which were applied to develop the appropriate questions. The way to measure a construct depends on the specific phenomenon of interest (Neuman 1994). Some constructs, such as income level and number of children, are tangible and can be measured directly by using numerical values. Others, such as societal marketing program identity and attitudes toward corporate image, are subjective variables and require the use of proxies that indirectly measure the variable with less accuracy.

There are four basic scales of measurement: nominal, ordinal, interval and ratio, and some of these scales will be used in this study. The level of measurement scale relating to each question in the questionnaire is shown in table 4.3. The scales become more sophisticated from the nominal to the ratio scale. As the scales becomes more fine tuned, the power of the scale increases, allowing for increasingly sophisticated data analysis to be performed and allowing more meaningful answers to be found for the research questions (Sekaran 2000).

A *nominal scale* allows responses to be assigned to certain categories or groups (Stevens et al. 2000; Zikmund 1997). It is the lowest level of measurement. In this questionnaire, questions using a nominal scale were asked according to the presence or absence of some condition, such as gender or marital status. Some of these nominal questions are used as screening questions and will not be applied in the data analysis. However, questions F1, F3 and F4 will gain nominal data and will be used in the data analysis.

An *ordinal scale* categorizes variables, rank also orders the categories in some meaningful way (Sekaran 2000; Sproull 1995). Question F5 capturing an ordinal scale is used in this study.

Interval scale is the next level of measurement. It measures the distance between any two points on the scale because the intervals are considered as equal (Sekaran 2000; Zikmund 1997). In this questionnaire, the Likert scale was widely used in questions B1-B17, C1-C20, D1-D21 and E1-E20 and was treated as an interval scale, as accepted by almost all social researchers (Cooper & Schindler 2001; Sekaran 2000; Stevens et al. 2000), except when strictly ordinal (Neuman 1994; Zikmund 1997). Therefore, after testing to confirm normality, parametric tests can be applied during data analysis.

Finally, a *ratio scale* has all the power of the previous scales, including a provision for absolute zero or origin. All statistical techniques can be used for this scale because it is the most powerful type of scale (Sekaran 2000; Stevens et al. 2000). In this study, only question F2 collecting data on the year of respondent's birth used a ratio scale.

A description of the statistical tests which were applied to analyze the data and the results of the analysis will be reported in the next chapter. In conclusion, care was taken to select measurement scales that provided the greatest amount of information.

Response format. The choice of measurement scale determines the type of data which will be collected. Additionally, response format for the questions must be designed to capture data in the correct format as specified in step 4 of table 4.4. There are three kinds of response format which will be used: dichotomous questions, multichotomous questions and scaled-response questions (Stevens et al. 2000). Each of these types were used in this questionnaire.

Dichotomous questions provide the respondent with a choice of only two responses, either yes or no, or a choice of two opposite alternatives (Kinnear & Taylor 1996; Stevens et al. 2000). It is considered to be easy and fast to administer by both respondents and the researcher. In addition, it reduces cost and time in the data analysis process (Kinnear & Taylor 1996). In this questionnaire, questions A1, A2, F1 and F4 used this kind of question.

Multichotomous questions provide several alternatives to the respondents (Stevens et al. 2000). Like dichotomous questions, this type of question has the same benefits in relation to the analysis process. However, it presents two specific design issues: the number of alternatives and position bias. The response alternative should include all the possible responses and should allow the respondents to be able to identify one alternative that clearly represents their response (Kinnear & Taylor 1996; Sekaran 2000). The number of alternatives should be limited to not more than ten, depending on the amount of detail required (Cooper & Schindler 2001). Position bias may occur because the respondents have a tendency to select a response alternative due to its position in the list (Cooper & Schindler 2001; Kinnear & Taylor 1996). In this study, questions A3, A4, F6 and F7 are multichotomous questions.

When using close-ended dichotomous and multichotomous questions in this survey, check-boxes were used throughout the questionnaire. It makes the questionnaire look simple and easy to complete, which may increase the response rate (Kinnear & Taylor 1996; Zikmund 1997). In the pre-testing period, respondents reported that the questionnaire could be completed in around ten minutes. Additionally, the questionnaire was pre-coded by the researcher in order to increase the speed and accuracy of recording. To avoid a number of alternative issues, the response choices were kept to less than ten as determined from the results of the exploratory research conducted in the previous chapter. Moreover, the inclusion of the alternative labeled 'other (***please specify***)', together with a space for recording answers, was provided at the end of each multichotomous question, such as questions B17 and D21, in order to ensure all possible responses were provided for. Position bias is not expected to be a problem because the response choices are evaluated individually.

The final kind of response format used in this questionnaire is *scaled-response questions*. They can be used to measure the degree of feeling, attitude and intention (Stevens et al. 2000). In this study, the Likert scale, with five categories ranging from 'strongly disagree' to 'strongly agree', was used in questions B1 to B17, C1 to C20, D1 to D21 and E1 to E20 to ask respondents to indicate their degree of agreement. The split-ballot technique was used to avoid response biases, the statements in questions E11 and E17 were worded in opposite directions.

In conclusion, questions in this survey were designed with response formats which would enhance the possible responses, give accurate answers and be easily and accurately recorded.

Question structure and layout. Once the question response format had been determined, the next strategy, as outlined in step 4 of table 4.4, was to select the most appropriate sequence of questions to motivate respondents and increase the response rate. The information required in the questionnaire was divided into three groups: introduction, body/content and classification (Stevens et al. 2000). The introduction, which took place in the cover letter, explained the purpose of the questionnaire and enlisted cooperation of the respondents. It also promised to keep the respondent's identity anonymous and confidential.

The next section, the body or main content of the questionnaire, provided basic information required by the research objectives. As this was the most important part of the study, it was placed first in the questionnaire. Care was taken with the opening question to ensure it was a useful, relevant, easy-to-understand and neutrally close-ended, which could be applied to all respondents and which would encourage respondents to continue (Frazer & Lawley 2000; Kinnear & Taylor 1996; Stevens et al. 2000; Zikmund 1997). The opening questions were related to the respondent's awareness of the Cerebos company name in question A1 and that of the Brand's Educational Summer camp program in question A2. This kind of information, easy to answer, is considered as non-threatening to respondents. These questions were also used to determine whether respondents would be eligible to be included in the study or not.

The final section was the classification section, which was designed to obtain information relating to demographic characteristics, beginning with gender, age, marital status, number of children, educational level and income level respectively. The data here allows for comparisons among different kinds of respondents.

The questionnaire was divided into six major sections in order to keep the structure logical and interesting, while taking into consideration position biases as well as building a sense of continuity. Each section had a sub-heading to indicate a change in frame of reference for the respondent (Cooper & Schindler 2001; Zikmund 1997). General questions were placed before more specific questions to apply the funnel technique (Kinnear & Taylor 1996; Oppenheim 1992; Sekaran 2000; Zikmund 1997) and reduce the chance of position bias (Kinnear & Taylor 1996). The most important questions were placed towards the front to help the respondent's interest (Frazer & Lawley 2000). Finally, questions considered as sensitive questions, such as income level and educational level, were placed at the end of the questionnaire to avoid the possibility of respondents refusing to continue (Cooper & Schindler 2001; Frazer & Lawley 2000; Stevens et al. 2000). As respondents had already made an investment in completing the questionnaire, they would be more likely to continue if sensitive issues were placed last (Frazer & Lawley 2000). In summary, care was taken to choose the sequence of questions in order to maximize respondent interest and participation in the study.

In mail surveys, the physical appearance of the questionnaire can affect the response rate (Kinnear & Taylor 1996; Zikmund 1997). It was suggested that a clear, simple, well balanced cover design in mail surveys was likely to be as effective as a more elaborate cover, such as one with complex design and photos (Gendall 1996). Therefore, in developing the physical appearance of the questionnaire in this study, a number of techniques in relation to good design were used, as described in table 4.6 (Cooper & Schindler 2001; Frazer & Lawley 2000; Grossnickle & Raskin 2001; Kinnear & Taylor 1996; Sekaran 2000; Stevens et al. 2000; Zikmund 1997). The table shows that several principles of a good questionnaire, physical layout and its application are to be carefully applied in order to increase respondent acceptance of the task and facilitate data analysis processing (Kinnear & Taylor 1996).

Table 4.6: Techniques of question layout used in this study

Principle of good question layout	Application to the questionnaire
• ***Printing*** Use standard business-quality white paper with a smooth surface.	The questionnaire was printed on 80-gram standard business-quality white paper.
Use ink colours and style effects.	Copies were printed with blue ink and shading in order to enhance appearance.
Use A4 sized paper.	Copies were printed on two sides of A3 paper and folded to A4 size.
Use booklet form.	The questionnaire was stapled to form an A4 booklet of eight pages. This will look more professional than a series of A4 paper stapled together (Frazer & Lawley 2000; Zikmund 1997).
• ***Question layout*** Use a font size that enables ease of reading.	Care was taken to choose the Thai font size that can be easily read.
Use italics in questions to emphasize key words.	Key words, such as '*Brand's Educational Summer Camp program*', used italic letters.
Use instructions in italics and parentheses in a smaller font.	Care was taken to use instructions in italics and parentheses in a smaller font, such as in question A1.
Place instructions close to question.	Care was taken to put instructions next to questions such as in question A3.
Use instructions in every section.	Care was taken to use instructions on how to complete the items in each section in order to help the respondents to answer them without difficulty.
Print responses in bold.	Care was taken to print all responses in bold in order to differentiate them from the questions.
Pre-code check boxes	Care was taken to pre-code all check boxes for facilitating the ease of data entry after conducting the survey. A unique number of all possible responses was placed below the response box and printed in a smaller font to avoid confusion.
Give directions to the next question number in screening questions.	Directions for the next question number were given in screening questions. For example, in question A2, the respondents who answer 'No' are instructed to 'Go to F1'.
Use vertical arrangement of responses.	Care was taken to use all responses in a vertical column format for ease of reading and selection of answers.
Use spacious appearance.	Care was taken to keep the questionnaire's appearance from being overcrowded. Therefore, a spacious question layout was provided in this survey.
Do not use questions on the front and back covers.	No questions on the front and back covers were used in this survey. The presence of questions on the back cover may increase the nonresponse rate.
• ***Front cover*** Print survey title.	The survey title 'How does Brand's Educational Summer Camp program make you feel?' was printed at the beginning of the letter in order to make it sound interesting.
Give brief rationale for the survey.	The purpose of the research was given as illustrated in the cover letter. In this survey, the cover letter was used to create rapport with respondents and to motivate them to respond (Sekaran 2000).

Principle of good question layout	**Application to the questionnaire**
Give information that only a short time is needed to complete the questionnaire.	The readers were informed that they could complete the questionnaire in only 10 minutes. This period is acceptable as a rule of thumb (Cooper & Schindler 2001).
Give the notation of the survey's confidentiality.	Care was taken to emphasize that the survey was confidential and used to be used for research purposes only.
Urge respondents to fill out the questionnaire soon.	The respondents were asked to complete and return the questionnaire within the deadline with incentive offers for them to do so.
Put the name and address of the study's sponsor.	The names and addresses of the researcher and his supervisors were included. Additionally, the sentence stating '*This research has been supported by the University of Southern Queensland Toowoomba, Queensland 4350, Australia*' was included.
• ***Back cover*** Make an invitation to respondents to make additional comments.	Respondents were given an invitation to make additional comments for this survey.
Give a thank you message.	Care was taken to give a thank you from the researcher. In addition, reconfirmation of the incentives, which they will obtain from returning the survey, was included to increase the response rate.
Give plenty of white space.	The back cover had plenty of white space.
Make a note at the end of the questionnaire to check that all items were completed.	At the end of the questionnaire, care was taken to give a reminder and request the respondent to check that all of the items have been completed.
• ***Page layout*** Use questions that fit on the page.	Care was taken to ensure that questions did not get broken up over pages because tuning pages in the middle of a question can be distracting.
Use numbers in each section.	The questionnaire was divided into six sections, A, B, C, D, E and F, with explanatory section headings. For example, section B heading is '*The communications of Brand's Educational Summer Camp*'.
Use headings or subtitles.	Care was taken to use subtitles to identify groups of questions, such as in section C. This can help the respondents grasp the scope of the questions to be asked (Zikmund 1997).
Use question numbers in each heading.	In each section, questions were numbered from A1 to A6, B1 to B17, C1-20, D1 to D20 and F1 to F8 in order to make the number of questions appear fewer than in actuality.
Use visual cues with alternative colours.	The questionnaire layout is designed with visual cues using alternating row colours to speed up the survey process (Grossnickle & Raskin 2001). For example, in section B, questions used alternative colours as visual cues for respondents to respond easily and quickly.

Source: adapted from Cooper and Schindler (2001), Frazer and Lawley (2000), Grossnickle and Raskin 2001, Kinnear and Taylor (1996), Sekaran (2000), Stevens et al. (2000) and Zikmund (1997) for this thesis

In summary, special attention was paid to details that follow the above techniques in order to make the questionnaire look well-organized, short, attractive and easy to complete, as well as to ensure that little effort was required on the part of the respondents. To signal to the respondents that this survey was important and professionally prepared, care was taken in the questionnaire structure and layout as shown in appendix 4.2. Moreover, an attractive physical appearance for the questionnaire was enlisted in order to keep the reader's attention and stimulate participation, thereby increasing the response rate. After describing the questionnaire development in this study, the next section will address survey administration.

4.8 Survey administration

As mail surveys normally get lower response rates than either telephone or personal interviews (Cooper & Schindler 2001; Sekaran 2000; Stevens et al. 2000), the researcher made attempts to maximize the response rate and hence reduce problems relating to nonresponse errors (Stevens et al. 2000). This section describes the steps for administering the mail survey, as applied in this study in order to achieve a high response rate.

Techniques of response motivation. Although a number of studies on mail surveys have been published on efforts to improve response rates, the results about the most effective ways to do so have been inconsistent (Cooper & Schindler 2001; Dillman 1978; Oppenheim 1992). The reduction of nonresponse in mail surveys focuses on motivating the respondents to answer the questionnaire and return it (Fox, Crask & Kim 1988). There are three courses of action, as suggested by Dillman (1978) for a researcher to take to encourage response: provide rewards to respondents, minimize cost and establish trust that the rewards will be delivered. A number of techniques, all of which were applied in this study, were specified in the previous studies to improve mail survey returns and are described in table 4.7 (Cooper & Schindler 2001; Dillman 1978; Oppenheim 1992; Sekaran 2000). The table shows that several techniques are to be carefully applied in order to stimulate survey response rates.

Table 4.7: Techniques used in this study to stimulate response rates

Principle of good motivation	Application to the questionnaire
• ***Provide rewards*** Express positive regard.	Wording used in the cover letter of the questionnaire shows positive regard to the target respondents and appeal to them for assistance. For example, the sentence stating '*Thank you once again for your valuable assistance with this research*.' was included at the end of the cover letter.
Apply a consulting approach.	Respondents were asked to spend only a few minutes to complete the questionnaire.
Support respondent's values.	Care was taken to emphasize the importance of the study to improving the program in the following years and Thai society in general.
Make the questionnaire interesting.	Care was taken in designing the questionnaire with interesting questions, an attractive layout, blue type and visual cues.
Offer a tangible reward.	Respondents were offered two tangible rewards in this study: an included copy of 'The Nutrition Guidebook' and a promise of being entered in a lucky draw for the prize of a 15-gram gold chain.
Provide an intangible reward.	The researcher offered to donate 50 Baht (about 2 AU$) per returned questionnaire on behalf of the respondents to the Pediatric Cancer Fund to help children who suffer from cancer. A message of appreciation for the respondent's cooperation was also included.
• ***Minimize costs.*** Eliminate direct monetary cost.	A reply-paid envelope was provided together with the questionnaire.
Make the requested task appear brief.	Because a longer questionnaire can result in lower response rate than a shorter one (Heberlein & Baumgartner 1978; Steele, Schwendig & Kilpatrick 1992; Yammarino, Skinner & Childers 1991), this questionnaire was divided into six sections, A, B, C, D, E and F, to make the questionnaire look brief.
Reduce physical/mental effort required.	The questionnaire was well designed to be quick and easy to complete such as using check boxes.
Eliminate the chance of embarrassment.	The inclusion of sensitive questions was kept to a minimum. In addition, these questions were placed at the end of the questionnaire.
Eliminate any implication of subordination.	Care was taken to appear to the respondent as an expert.
• ***Establish trust.*** Ensure confidentiality.	The sentence stating '*Please be assured that your responses will be held in strict confidence and used only to gather data for a doctoral thesis*.' was included in the cover letter to ensure respondent's confidentiality.
Identify with an established legitimate organization.	As some studies showed that university sponsorship resulted in higher response rates than corporate sponsorship (Fox, Crask & Kim 1988; Goyder 1982; Heberlein & Baumgartner 1978), a sentence stating '*This research is supported by the University of Southern Queensland, Toowoomba, Queensland 4350,*

Principle of good motivation	Application to the questionnaire
	Australia' was used to enhance trust. Moreover, the names and addresses of the researcher and his supervisors were included.
Create existing exchange relationship.	Pre-notify postcards for the forthcoming survey were sent to create a relationship with the respondents (Fox, Crask & Kim 1988). In the cover letter, the researcher expressed that the results of the study would be used to improve the program, in order to create a relationship with the respondents, who are all Cerebos customers and may receive direct benefit from the program, thereby increasing mail returns. Additionally, personalized mailing was used in this study, as some studies showed that personalizing cover letters addressed to specific individuals has been shown to increase response rates (Dillman 1978).

Source: adapted from Cooper and Schindler (2001), Dillman (1978), Oppenheim (1992) and Sekaran (2000) for this thesis

The *rewards* provided to respondents can be both tangible and intangible. The level of effectiveness may be different among various respondents. There is a lack of sufficient evidence to show that monetary incentives cause higher response rates in business surveys (Brennan, Seymour & Gendall 1993), therefore, this research has chosen not to include this as an incentive offer. In this study, three steps of reward were provided to respondents in order to improve the response rate. These steps were an included copy of the nutrition guideline book, entry in a lucky draw and a donation to the Pediatric Cancer fund. As the results from the questionnaire pre-testing stage showed that incentive preferences varied from respondent to respondent and as the financial constraints of the research could absorb all three types of incentives, the decision was made not to limit the incentives, but to allow for maximum effect on survey response. In brief, several techniques, as described in table 4.7, were applied in this survey to stimulate interest and encourage response.

Survey procedures. As both the questionnaire design and its implementation have an important part in motivating response, care was taken in the administration of the survey as discussed next. Firstly, the questionnaire pre-test, as shown in step 5 of table 4.4, was conducted on three groups of people: five research experts, five marketing colleagues and a sub-sample of the population of interest (Czaja 1998; Dillman 1978; Oppenheim 1992). The questionnaire pre-test goals are concerned with whether respondents can perform their designated task. Not only will a thorough pre-test help to overcome problems, such as being too long, ambiguous, incomplete, unclear or biased in some way, but it will help to refine any procedural problems the questionnaire might have (Czaja 1998; Stevens et al. 2000; Zikmund 1997). Following an initial request by telephone, the questionnaire was sent to five research experts and five marketing colleagues by mail together with cover letters as shown in appendix 4.2.

In addition, a two-step pre-test in a sub-sample of the population of interest was used. Firstly, fifteen convenient samples of Cerebos's customers were included in the pre-test. Respondents were asked not only to fill out the questionnaire, but to make comments in writing, in person or by phone, on the suitability of the questions. Several revisions to question wording, the length of the questionnaire and its layout were made based on feedback, in order to minimize weaknesses. For example, the question wording of '*The Company*' was changed to '*Cerebos*'. The question of *'What is, or will be, your age as on December 31, 2002?'* was changed to *'What is your birth year? □□□□ (Please specify)'*. Nine questions were excluded due to their meaning being redundant. The flow of questions was altered from five sections (A: Introduction, B: Attitude toward company, C: Program identity, D: Corporate communications and E: Demographics) to six sections (A: Introduction, B: Program communications, C: Program identity, D: Corporate communications, E: Attitude toward company and F: Demographics). Items of 'Don't receive' were added in both communication sections, sections B and D, as some respondents mentioned that they do not receive news of the program or of the company through the communication channels listed in the questionnaire.

Secondly, the revised questionnaire was pre-tested with 211 convenient samples of Cerebos's customers before the consumers' seminar of Cerebos on September 21, 2002. Respondents were asked to fill out the questionnaire and to make comments in writing on question suitability. This pre-test step was not only to test the suitability of questions, but also to testify to their reliability. No major issue on questionnaire design was found in this stage. By analyzing Cronbach's alpha value of each construct of the research model as shown in appendix 4.3, the values of the societal marketing program identity, corporate marketing communications and attitude toward corporate image were 0.8953, 0.9079 and 0.8986 respectively. They indicated satisfactory internal consistency reliability as values of the alpha of 0.70 or greater are accepted (Nunnally 1978).

Furthermore, item analysis was conducted to exclude items with negative item-remainder-score correlations. All item-total statistics are summarized in appendix 4.3. Only questions C20 and D17, which were negative questions to control response biases, were negative correlations. Question C20 was then reversed to positive wording. According to the importance of question D17, wording was maintained, but italic and bold letters were used to emphasize the negative wording as in, 'I feel ***negatively*** toward the Cerebos company'. The rest of the items indicated an item discriminating power.

In summary, the pre-testing process was thorough and identified areas of improvement in the questionnaire design. Additionally, the questions were tested using reliability analysis to ensure a high reliability of the instrument for this research.

After pre-testing, the questionnaire was administered. Initially, a five step administrative procedure as presented in table 4.8 was planned for use in this study. The first mailout of pre-notify postcard was followed by three follow-up mails and a final follow-up telephone call. The timing and content of these five steps used in this study are described in table 4.8. A Copy of the pre-notify postcard, cover letter and follow-up letters are presented in appendix 4.4. However, after completing the first four steps, the amount of return mails was over in number than initially expected. Hence, the researcher decided to discontinue the fifth step.

Table 4.8: Administrative procedures used in this study

Step	Timing	Procedure	Contents
1	Commencement	Prequestionnaire sent to whole sample.	Pre-notify postcard
2	1 week after step1	Questionnaire sent to whole sample.	Questionnaire Cover letter Reply-paid envelope
3	1 week after step 2	Combined thank you / reminder sent to whole sample.	Thank you/ reminder postcard
4	2 weeks after step 3	Reminder sent to non-respondents.	Questionnaire Reminder letter Reply-paid envelope
5	2 weeks after step 4	Reminder to non-respondents.	Telephone call urging response

Source: adapted from Kinnear and Taylor (1996), Dillman (1978) and Robin (1965) for this thesis

Although, Heberlein and Baumgartner (1978) found little or no effect related to prenotification, the act of prenotification by letter has been found in other studies to increase both response rates (Fox, Crask & Kim 1988) and response speeds for mail surveys (Kanuk & Berenson 1973; Murphy, Daley & Dalenberg 1991; Taylor & Lynn 1998). Follow-up mailings and repeated contacts have been shown to have a positive effect on response rates (Brennan 1992; Oppenheim 1992; Yammarino, Skinner & Childers 1991). In brief, the survey administration procedures in this study were thorough. Next, the data processing procedures will be discussed.

4.9 Data processing procedures

Several procedures to prepare the data before statistical analysis will be described. Data preparation, including editing, coding and data entry, was done to ensure the acurracy of the data and its conversion from raw data form to reduced and classified forms more appropriate for analysis as inadequade attention can lead to inaccurate results (Cooper & Schindler 2001).

Firstly, an *editing stage* was undertaken to ensure that the data is accurate, consistent with other information, uniformly entered, complete and arranged to simplify tabulation (Cooper & Schindler 2001; Sekaran 2000). Returned questionnaire data will be checked for legibility, inconsistencies and incompleteness. If there is any missing data or inconsistencies in the answers, the researcher will call the respondents and get the correct data. However, if more than 25 percent of the items in a questionnaire are left unanswered, and can not be corrected by telephone, it is advised to exclude this questionnaire from the data analysis (Sekaran 2000).

The next step was to *code* the responses. As described in section 4.7, structured questions were pre-coded. After receiving the returned questionnaires, all unstructured questions were post-coded. A codebook was prepared to transcribe the data from the questionnaire and then the data was keyed into the statistical package SPSS, itemizing the question numbers, variable names and labels and value labels. Human error can occurred during the coding process, therefore, 20 percent of the coded questionnaires were checked for coding accuracy by using a systematic sampling process (Sekaran 2000). Hence, every fifth record was spot checked for accuracy. If many errors are found in the sample, all items will be checked.

Then, the *data entry* step was done to convert information gathered into computer files (Cooper & Schindler 2001). As the questionnaire data in this study was not collected on scanner answer sheets, due to budget limitations, the raw data was manually keyed. Double data entry by two different keyboard operators will be made to check the accuracy of the data entered (Zikmund 1997).

After the data preparation process was finished, *data cleaning* or error checking was conducted to ensure that all codes are legitimate (Zikmund 1997). A computer was used to conduct consistency checks on the data to find any 'out of range' values. Additionally, extreme values were flagged to check whether they were the result of errors or not. Missing responses in the returned questionnaires were substituted with imputed responses. Outliers, values that lie outside the normal range of data, were identified and examined. Details of the procedures applied to examine and clean the data are described in the next chapter, data analysis.

Some data was then statistically adjusted by changing codes to facilitate analysis (Davis & Cosenza 1993). This process will be handled by statistical packages. New variables were respecified as a combination of several other variables. For instance, one of the variables for *secondary program communications* is composed of several single indicators.

Finally, the appropriate data analysis technique were selected based on the data characteristics, the suitability of statistical techniques and the background of the researcher in order to get a feel for the data, test the goodness of data and test the hypotheses developed for this research (Sekaran 2000). The strategy used for the data analysis is outlined in the next chapter. The statistical packages that will be applied include SPSS for the data analysis and LISREL for structural equation modeling.

Structural equation modeling (SEM) is a multivariate technique that shows the causal relationships between latent variables. It is a form of path analysis that describes causal effects and variances that are currently unexplainable (Cooper & Schindler 2001). Therefore, structural equation modeling is considered as a more powerful tool than other multivariate methods, such as factor analysis and multiple regression, which can examine only single relationships at any one time (Hair et al. 1995). Based on the literature review, exploratory research and research objectives, the researcher developed the research model, as presented in chapter 2, which is appropriate to apply structural equation modeling to test the hypotheses and to discover latent variables within the model.

The structural equation modeling package used in this analysis will be LISREL 8.3. LISREL (Linear Structural RELations) is the most widely used software package for SEM becoming almost synonymous with SEM (Hair et al. 1998; Kelloway 1998). It has found application across all fields of study (Bagozzi 1980; Diamantopoulos & Siguaw 2000). AMOS has increased in popularity in recent years due to its simple user interface and has recently been compared to LISREL and EQS (Hox 1995; Kline 1998; Rigdon 1994). When dealing with multivariate non-normality data, LISREL 8.3 will be applied instead of AMOS as it provides functions for calculating the Satorra-Bentler rescaled chi-square (Jöreskog & Sörbom 1996; Mels 2003) which provides a distribution that is more closely approximated by χ^2 than the usual statistic (West, Finch & Curran 1995). Additionally, this software package can produce a warning message if a model is under-identified in the model identification step of SEM (Diamantopoulos & Siguaw 2000).

In summary, a sequence of structured steps was made during the study in order to ensure that data preparation and accuracy checking occurred before the data analysis stage, which is discussed in the next chapter.

4.10 Ethical considerations

Finally, special attention was given to ethical issues at all stages of the research design process. The objectives of research ethics are to ensure that no one is harmed or suffers adverse consequences from research activities and to assure that the research results are derived from sufficiently adequate and appropriate methodologies to warrant the findings, conclusions and further recommendations presented (Cooper & Schindler 2001; Sproull 1995). Authority in conducting research is concerned with the responsibility of the researcher to protect the interests of both sponsor and respondent (Neuman 1994). This research is supported by the University of Southern Queensland. Thus, care was taken not to impair the university's reputation in any way and to conduct the survey in a professional manner. The research was designed to be cost effective and no non-research activities were added to the research process. Several ethical practices were applied in this study, as described in table 4.9 (Cooper & Schindler 2001; Sekaran 2000; Sproull 1995; Zikmund 1997). In brief, this study attempts to minimize all ethical issues in order to meet the standard of research ethics.

Table 4.9: Ethical practices used in this study

Principle of ethics	Application to this study
The right to free consent.	Potential respondents were requested, rather than demanded, to participate in the survey. The sentence stating '*We request only a few minutes of your time to complete the enclosed questionnaire*' was included in the cover letter. The survey contents included only relevant questions that were consistent with the research objective.
The right to informed consent.	Care was taken to maintain the rights of participants. Potential respondents will not be deceived about the topic of the research survey and will be given a choice in whether or not to cooperate. The true objectives of the study were disclosed on the cover letter with statements such as '*The information resulting from this research will be of value in improving this program*.' and '*used only to gather data for a doctoral thesis*'.
The right to confidentiality.	The promise of confidentiality was made to respondents as a sentence stating '*Please be assured that your responses will be held in strict confidence and used only to gather data for a doctoral thesis.'*
The right to privacy.	In exploratory research, research participants had the right to withhold information about which they felt uncomfortable.
The right to anonymity.	Care was taken to keep respondents anonymous. The questionnaire did not ask for the respondent's names or addresses.
Appropriate methodology.	The study was conducted systematically and objectively with accepted research procedures.
Appropriate research reporting.	The results from the survey and conclusion will be reported in a complete and unbiased manner. No misrepresentation or distortion of the data collected during the study will be reported. In addition, the research results will be used only for the stated objectives and will not be utilized in any other manner.

Source: adapted from Cooper and Schindler (2001), 2001, Sproull (1995), Sekaran (2000), and Zikmund (1997) for this thesis

4.11 Conclusions

This chapter described the research methodology this study applied to test the hypothesis of the impact that a societal marketing program has on consumers' attitude toward corporate image. The appropriate research design and data collection methods used were detailed. The sampling procedures were outlined and the operational definitions were developed. The questionnaire design and survey procedures were provided and justified. The criteria of validity and reliability were developed to ensure accuracy of measurements. Finally, ethical issues concerning research design were discussed. The next chapter covers data analysis itself.

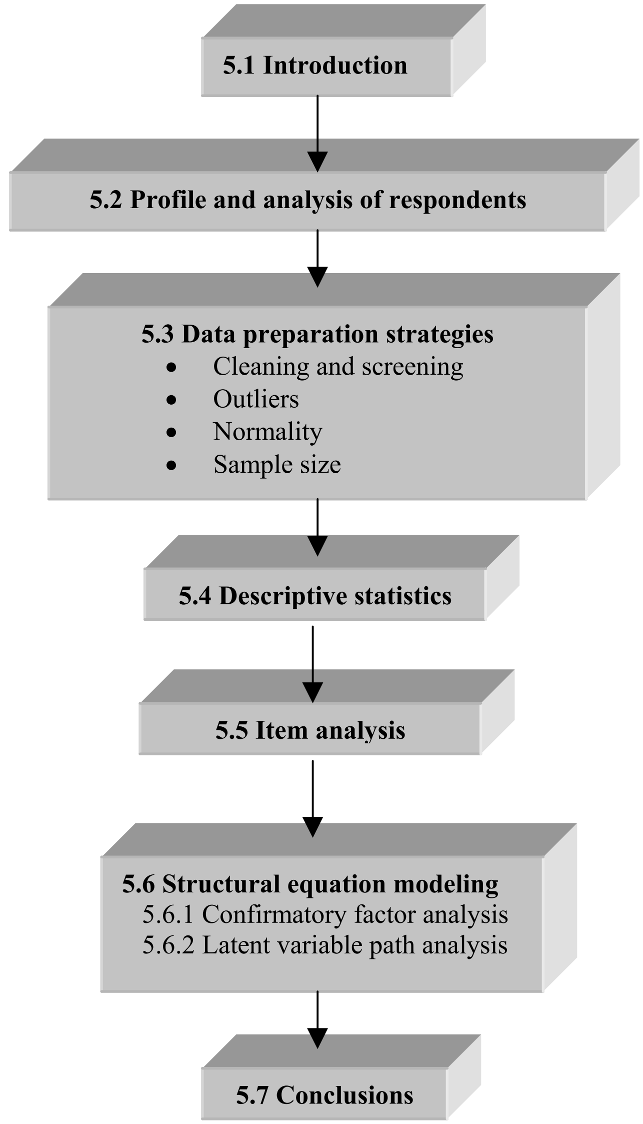
5 DATA ANALYSIS

5.1 Introduction

The previous chapter identified and justified the research methodology adopted for the major study of this thesis. This chapter is divided into seven sections, as shown in figure 5.1, and covers analysis of the collected data. Following this introduction, the profile and analysis of respondents will be reported in section 5.2. In section 5.3, the data preparation strategies will be described including cleaning and screening, examination of outliers, checking for univariate and multivariate normality and checking the size of the sample. The descriptive analysis will then be presented in section 5.4. After that, the item analysis will be described in section 5.5 followed by structural equation modeling used to test the conceptual model in section 5.6. Finally, conclusions will be made in section 5.7.

Figure 5.1

Outline of chapter 5



Source: developed for this research

5.2 Profile and analysis of respondents

The demographic profile presents a clear picture of the characteristics of respondents and allows assessment of the representativeness of the sample to be made. The demographic profile of the respondents is summarized in table 5.1

Table 5.1: Profile of respondents

Characteristic	Number	Percentage
Age	**(n = 934)**	**(100)**
15-21	81	8.7
22-29	264	28.3
30-45	479	51.3
46 and over	110	11.8
Gender	**(n = 954)**	**(100)**
Male	277	29.3
Female	668	70.7
Marital status	**(n = 954)**	**(100)**
Single	493	52.2
Married	440	46.6
Other	12	1.3
Have children	**(n = 945)**	**(100)**
Yes	405	42.9
No	540	57.1
Age of children*	**(n = 405)**	**(135.1)**
Under 6	160	39.5
6-12	185	45.7
13-16	102	25.2
17 and over	100	24.7
Educational level	**(n= 940)**	**(100)**
Primary school	53	5.6
Secondary school	54	5.7
High school	133	14.1
Vocational school or equivalent	132	14.0
Bachelor's degree	495	52.7
Master's degree or higher	73	7.8
Personal income (Baht / month)	**(n = 943)**	**(100)**
No income	102	10.8
Under 10,000	292	31.0
10,000-19,999	309	32.8
20,000-34,999	157	16.6
35,000 and over	83	8.8

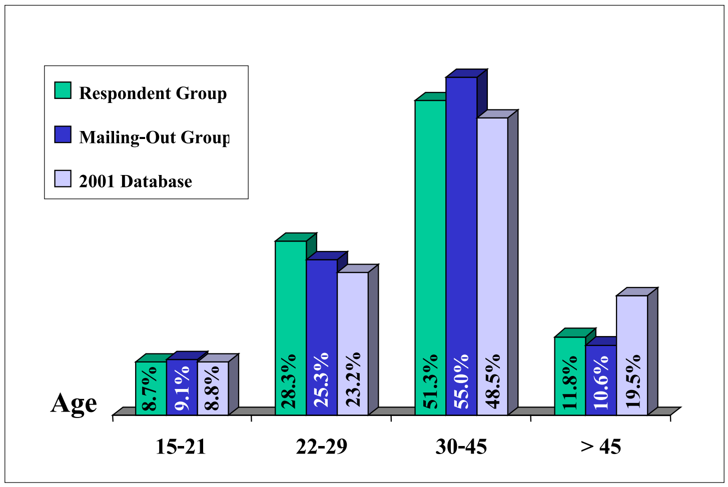
** Respondents could answer more than one choice.*
Source: analysis of field data

From the above table, it can be seen that most respondents are female (70.7%), 30-45 years old (51.3%) and have bachelor's degree (52.7%). In addition, they have personal income of under 10,000 Baht (31%) or 10,000-20,000 Baht (32.8%) per month. In terms of marital status, the respondents are spread relatively equally between single and married. As only gender and age of customers can be provided from 2001 Cerebos database, these two demographic characteristics are analyzed next to determine how well the sample represents the mailing-out group and the 2001 Cerebos customer database.

Age. Regarding age groups, respondents, the mailing-out sample and the 2001 database groups, all contained almost equal percentages in every age range.

Appendix 5.1 shows the number and percentage of respondents, the mailing-out sample and the 2001 database groups in each age range. This indicates that the age of sample group is typically considered to be representative of the sample frame for the 2001 Cerebos customer database as displayed in figure 5.2.

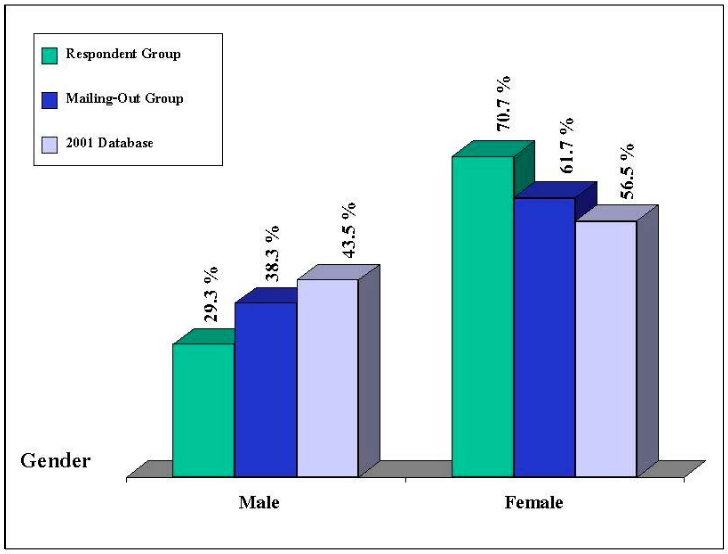
Figure 5.2: Age distribution of respondent, the mailing-out sample and the 2001 Cerebos customer database groups



Source: developed for this research (2001) and 2001 Cerebos customer database

Gender. The data indicates that the respondent group has higher number of females (70.7%) than males (29.3%). The mailing-out sample and the 2001 database also show the same trend as the respondent group, which is displayed in figure 5.3. The number and percentage of respondents, the mailing-out sample and the 2001 database groups by gender are also presented in appendix 5.1.

Figure 5.3: Gender distribution of respondent, the mailing-out sample and the 2001 Cerebos database groups



Source: developed for this research (2001) and 2001 Cerebos customer database

Regarding chi-square goodness of fit test, it was not used to determine differences between the mailing-out sample and the 2001 database groups in terms of age and gerder according to two main reasons. First, chi-square is the test for exact fit between two categorical variables (Zikmund 1997). Second, values of chi-square will increase if sample size is large or more than 200 (Kelloway 1998). As the mail-out sample group is large (around 1,000), it tends to yield chi-square statistical significance and may increase the tpye 1 error (Zikmund 1997). This statistical significance may not be the practical significance for this study (Black 1999; Sproull 1995; Wright 1997). Therefore, chi-square goodness of fit test is not suitable to use in this study.

In brief, this analysis compared the gender and age of respondent groups to those of the mailing-out sample and the 2001 database groups. Results show that the respondent group can be considered to be representative of the mailing-out sample and the 2001-database groups in terms of age and gender. Next, a *trend analysis* will be conducted for checking nonresponse error.

To discern trends between early and late respondents, a trend analysis was used by comparing the earlier data with the late returns to determine whether any significant differences occurred (Kevin 1992; Oppenheim 1992; Malhotra 1999). If reminders and follow-ups have been used, trend analysis is considered as a suitable means of estimating the effects of nonresponse (Kervin 1992). Respondents who returned their questionnaires late were assumed to be similar to nonrespondents because they responded less readily and only after follow-up mailings (Amstrong & Overton 1977). In receipt order, the respondent group was split in half and chi-square test for independence were performed on the demographic characteristics as shown in appendix 5.2. The results show no significant differences between early and late respondents in terms of age, gender, marital status, children, educational level nor income.

In addition to demographic comparisons, the mean ranks between the first and second half of respondents for twelve observed variables in the path analysis model were also analyzed. The mean ranks and the skewness and kurtosis statistics of those variables indicating non-normality are shown in appendix 5.3. Hence, the researcher used the Mann-Whitney U test for non-parametric testing to analyze the mean ranks of these two groups (Zikmund 1997). Table 5.2 displays the results of the Mann-Whitney U tests for those variables. All variables showed no significant difference between the mean ranks of early and late responses. Therefore, nonresponse error is not problematic in this study.

Table 5.2: Mann-Whitney U tests for first and second half groups of respondents

No.	Observed variable	Z score	2-tailed p	Significant difference between two groups (p=0.05)
1	PROGCOM 1	-1.68	0.09	X
2	PROGCOM 2	-0.76	0.44	X
3	PROCOM 3	-1.72	0.08	X
4	VISUALSYM	-1.17	0.24	X
5	TANGSYM	-1.17	0.24	X
6	PERBENEFIT	-1.94	0.05	X
7	MANAGER	-1.62	0.10	X
8	CORPCOM 1	-0.93	0.35	X
9	CORPCOM 2	-0.70	0.48	X
10	CORPCOM 3	-0.96	0.33	X
11	ATTITUDE 1	-0.68	0.49	X
12	ATTITUDE 2	-0.06	0.94	X

Source: analysis of field data

Sample size. Of the total 3,000 questionnaires dispatched, 1,153 valid questionnaires were returned. A 30 % response rate is usually considered acceptable (Sekaran 2000). This 38.4 % response rate proved better than expected with 82.8% of 1,153 or 955 respondents, having heard of Brand's Educational Summer Camp program. After data cleaning and screening, the qualified number of respondents was reduced to 946. Hence, the sample size for this study is higher than the sample size normally suggested for data analysis, namely 200 to 500 (Hair et al. 1998; Sudman 1976) due largely to the effective survey design adopted.

In summary, a descriptive analysis of respondent profile in terms of age, gender, marital status, educational level and income level have been presented. In addition, sample sizes, in terms of age and gender, can be considered representative of the Cerebos customer database in 2001. Preliminary preparation of the sample data will commence in the next section.

5.3 Data preparation strategies

Before using data analysis techniques, Hair et al. (1998) and Malhotra (1999) suggest examining the data and reporting descriptive statistics so that the researcher is familiar with the data and understands the relationships between variables. The data preparation strategy includes the basic cleaning and screening steps of editing, coding, data entry, verification and treatment of missing data. The data was first tested for outliers. Then, the normality of the data was considered. Finally, the sample size was considered to determine whether it was sufficient for using structural equation modeling or not. These steps are presented in detail next.

Cleaning and screening. The procedures undertaken in this study to check questionnaires, to edit and to code data, were described in section 4.9. After entering the raw data into SPSS version 11.0, the data was checked for accuracy by running both frequencies, to identify out-of-range values and by checking 10 percent of data entries against the original questionnaires (Malhotra 1999).

Through these checks, some responses were identified as being outside of the allowable ranges and these were checked against the original questionnaires. All errors were data entry errors and these were corrected in the SPSS database. After that, frequency distributions and histograms were run for verification and no errors were found. Comparisons between first and second data entry was then made to ensure accuracy and these checks displayed no further errors. After selecting respondents who had heard of the program, which is a screening question, 955 questionnaires remained. As suggested by Hair et al. (1998), nine questionnaires, which contained more than 30 percent of the questions in each construct left unanswered, were excluded from the data analysis. Therefore, qualified questionnaires numbered 946. Next, the data screening for missing data, outliers and normality will be discussed.

Missing data. SPSS was applied to check for missing data. Because the questionnaires provided two items listed as ‘other’ (questions B17 and D 21), there were 920 questionnaires (97.3%) with item B17 missing and 932 questionnaires (98.5%) with item D 21 missing. Additionally, items C17, C18, C19 and C20 were missed in 65.4% of the questionnaires. The remaining items varied in missing data from 0 – 1.6%, as shown in appendix 5.4. As suggested by Sekaran (2000), six items (B17, C17, C18, C19, C20 and D21) with more than 25 percent left unanswered, were excluded from the data analysis.

Outliers. Next, the treatment of outliers was considered. Outliers may be treated differently based on why they occur. They may occur due to data recording errors, or errors in responding, or extraordinary observations from the majority of respondents (Hair et al. 1998; West, Finch & Curran 1995). The outliers occurring from data recording errors were discovered in the data cleaning stage and were corrected. Most of measurement items were closed-end and provided a fixed range of scores under the Likert scale. There were no outliers occurring from extreme values in the range of scores. Therefore, most outliers in this study occurred from the presence of a few respondents who represented a different segment of the population than the majority. All of these cases were retained in the analysis. After this step, the data was screened for normality.

Normality. Normality of the data needs to be examined at both the univariate and multivariate levels because non-normality will affect the choice of estimation method in structural equation modeling (West, Finch & Curran 1995). First, all variables were tested at a *univariate* level for skewness and kurtosis by using PRELIS. Sixty-four of the seventy-two variables were significantly skewed (variables having a skewness statistic to standard error ratio greater than $\pm$ 1.96). In addition, fifty-four were significantly kurtotic (variables having a kurtosis statistic to standard error ratio greater than $\pm$ 1.96). This univariate analysis suggested that a large amount of the data is non-normal. The skewness and kurtosis statistic are shown in appendix 5.5.

Multivariate normality was tested using the Mardia's coefficient produced by PRELIS 2 (Diamantopoulos & Siguaw 2000). Mardia's coefficient of multivariate normality for the variables in the model was tested and is reported in appendix 5.5. It indicates that there is significant non-normality in the data. In summary, the data is both univariate and multivariate non-normal, which could alter the covariance matrix and impact the results of structural equation modeling by biasing the parameter estimates and fit indices (Schumacker & Lomax 1996; West, Finch & Curran 1995). To reduce this bias, asymptotical distribution free (ADF) estimator and Satorra-Bentler scaled chi-square (SB) are suggested to apply (Kunnan 1998; West, Finch & Curran 1995). ADF showed no evidence of bias at large sampe sizes (1,000 - 5,000), while SB did at all sample sizes (Curran, West & Finch 1996; Hu & Bentler 1995; Hu, Bentler & Kano 1992). Hence, the researcher chose to use the Satorra-Bentler rescaled chi-square (SB) method in this study because the sample size is less than 1,000 (West, Finch & Curran 1995). For this method, LISREL 8.3 will be applied instead of AMOS 4.0 because it provides functions for calculating the Satorra-Bentler rescaled chi-square (Jöreskog et al. 1999). Therefore, non-normality of data was not problematic in structural equation modeling.

Sample size. There are many factors impacting on the required sample size for structural equation modeling (Hair et. al. 1998). After all corrections to errors and elimination of any invalid cases or variables, the final sample size for this study was 946. This is much higher than the recommendation of at least 200 cases (Hair et. al. 1998; Kelloway 1998) or 400 (Boomsma 1987) for structural equation modeling.

Summary. In the data preparation stage, data cleaning was done to ensure the accuracy of the observations. The data screening then identified and addressed the issues of missing data, outliers and non-normality. The next stage of data analysis covers descriptive statistics.

5.4 Descriptive statistics

Summary statistics of the mean and standard deviation for each of the variables in the model are reported in this section. The remaining results of mean and standard deviation appear to support the exploratory research reported in chapter 4. Many of the means were above the neutral position, which indicates some level of agreement with each of the statements. These items were rated on a five point Likert scale with a score of 1 to indicate strong disagreement, a mid-point of 3 indicating a neutral stance and a score of 5 to indicate strong agreement. However, items under the two sections entitled program communications and corporate marketing communications contained one additional scale of 0 to indicate a response of 'don't receive'. An analysis of the results using the mean (m) and standard deviation (sd) follows next for each variable under the preliminary theoretical model definitions of the identified secondary constructs.

For **program communications**, television (B8, m = 3.54, sd = 1.52), newspapers (B10, m = 3.20, sd = 1.56), company magazines (B14, m = 3.06, sd = 1.80) and brochures (B11, m = 2.89, sd = 1.64) were rated highly, like in the exploratory studies. This indicates that primary and secondary program communications would be the most effective in communicating with the respondent group. Unlike the focus group results, tertiary program communications: communications from friends (B1, m = 1.61, sd = 1.60) and teachers (B2, m = 1.19, sd = 1.46), were rated lower than expected. However, the trends in the data rated indicate major similarities between results from survey and exploratory studies. Summary statistics of the mean and standard deviation for each of the variable in the program communications are reported in table 5.3.

Table 5.3: Mean and standard deviation of program communications

No.	Program communications	N	Mean	Standard Deviation
B8	Television	940	3.54	1.52
B10	Newspaper	934	3.20	1.56
B14	Cerebos magazine	941	3.06	1.80
B11	The program's brochure	937	2.89	1.64
B17	Other	26	2.81	1.98
B12	The program's posters	936	2.42	1.64
B9	Radio	935	2.30	1.69
B13	The program's banners	936	2.05	1.61
B1	Friends	942	1.61	1.60
B15	The Internet	935	1.32	1.52
B5	Relatives	935	1.26	1.49
B2	Teachers	940	1.19	1.46
B3	Alumni	937	1.18	1.41
B6	Cerebos staff	933	1.04	1.46
B7	Retail shop owners	931	1.02	1.37
B16	Company seminars	940	0.95	1.36
B4	Children	941	0.55	1.23

All data measured on 6-point scales, zero to five, higher ratings are more favourable.
Source: analysis of field data

Table 5.4 shows summary statistics of the mean and standard deviation for each of the variables for visual symbolism, other tangibles, management and employee behaviours and perceived benefits. Descriptive findings indicate that respondents focused on *perceived benefits* (C9, C11 and C12) rather than *visual and other tangible symbolisms*.

For **visual symbolism**, the program's name (C1, m = 4.29, sd = .73) was rated at the highest level. Whereas the colour motif of the program's logo (C3, m = 3.66, sd = .84) was rated at the lowest level.

For **Other tangibles**, program advertising (C8, m = 3.98, sd = .83) was rated at the highest level. Tuition books (C44, m = 3.90, sd = .88) and lecturers (C5, m = 3.90, sd = .85) were rated highly at the same level.

For **management and employee behaviors**, management realization (C14, m = 4.53, sd = 0.62) and good care from staff (C20, m = 3.87, sd = 0.75) were rated at the highest level. Unlike the focus group results, management behaviour is rated higher than employee behaviour. However, employee behaviour will be excluded from statistical analysis due to a high level of missing data as mentioned in section 5.3.

For **perceived benefits**, benefits to society (C12, m = 4.63, sd = 0.60) was rated at the highest level. However, benefits to students (C11, m = 4.73, sd = 0.76) and free participation (C9, m = 4.31, sd = 0.82) were rated highly.

Table 5.4: Mean and standard deviation of societal marketing program identity

No.	Visual symbolism	N	Mean	Std. Deviation
C1	The program's name.	946	4.29	.73
C2	The program's logo.	944	3.75	.83
C3	The colour motif of the program logo.	939	3.66	.84
No.	**Other tangibles**	*N*	**Mean**	**Std. Deviation**
C8	A lot of program advertising	944	3.98	.83
C4	A set of good tuition books.	945	3.90	.88
C5	A group of well-known lecturers	944	3.90	.85
C6	The use of Kasetsart University for tuition classes.	944	3.80	.93
C7	The use of the satellite system for tuition classes.	941	3.69	.99
No.	**Management's behaviour**	*N*	**Mean**	**Std. Deviation**
C14	Management realizes the importance of education.	946	4.53	.62
C15	Cerebos management's support has contributed to the Brand's Educational Summer Camp Program's success.	945	4.42	.66
C13	Management gives high priority to the program so that it can be regularly implemented for the long term.	946	4.36	.66
C16	Management has a good relationship with governmental and private organizations which join the program.	943	4.25	.70
No.	**Employees' behaviour**	**N**	**Mean**	**Std. Deviation**
C20	The program's staff takes good care of participants.	327	3.87	.75
C18	The program's staff are cheerful	327	3.86	.68
C17	The program's staff provide good service.	327	3.84	.67
C19	The program's staff always have smiling faces.	327	3.83	.70
No.	**Perceived benefits**	**N**	**Mean**	**Std. Deviation**
C12	The program's benefits to society.	945	4.63	.60
C11	The program's benefits to students in preparing themselves for the entrance exam.	945	4.37	.76
C9	The program's free participation.	944	4.31	.82
C10	The program's a long time establishment.	943	3.99	.77

All data measured on 5-point scales, higher ratings are more favourable.
Source: analysis of field data

For **company marketing communications**, television (D7, m = 4.15, sd = 1.21), magazines (D10, m = 3.56, sd = 1.36) and newspaper (D9, m = 3.52, sd = 1.38) were as highly rated as in the exploratory studies. This indicates that secondary communication is the most effective way for the company to communicate with the respondents. Company seminars (D20, m = 1.42, sd = 1.54) was rated the lowest. Table 5.5 shows summary statistics of the mean and standard deviation for each of the variables in company marketing communications.

Table 5.5: Mean and standard deviation of corporate marketing communications

No.	Communications	N	Mean	Standard deviation
D7	Television	943	4.15	1.21
D10	Magazines	944	3.56	1.36
D9	Newspaper	942	3.52	1.38
D21	Other	14	3.43	1.60
D18	The company magazine	944	3.25	1.67
D19	Company direct mailings	942	3.24	1.70
D16	Company product packaging	938	3.19	1.52
D11	The program's brochure	944	2.97	1.49
D8	Radio	943	2.96	1.59
D4	Family	943	2.89	1.63
D12	Posters	943	2.74	1.46
D2	Elders	946	2.45	1.56
D13	Banners	942	2.41	1.48
D1	Friends	943	2.20	1.45
D15	The program tuition books	938	1.99	1.69
D6	Retail shop owners	939	1.94	1.53
D17	Promotional girls	936	1.90	1.54
D3	Alumni	943	1.84	1.43
D5	Cerebos staff	943	1.64	1.54
D14	The company's website	942	1.58	1.53
D20	Company seminars	941	1.42	1.54

All data measured on 6-point scales, zero to five, higher ratings are more favourable.
Source: analysis of field data

For **attitudes toward the company**, product familiarity (E12, m = 4.51, sd = 0.57), feeling good toward the product (E15, m = 4.39, sd = 0.58) and product satisfaction (E10, m = 4.35, sd = 0.61) were rated highly. This indicates that company communications and the program impacted the respondents' feelings rather than their beliefs. The lowest rated was feeling toward staff (E18, m = 3.37, sd = 0.71). Table 5.6 shows summary statistics of the mean and standard deviation for each of the variables in attitudes toward the company.

Table 5.6: Mean and standard deviation of customers' attitudes toward corporate image

No.	Attitudes toward the company	N	Mean	Std. Deviation
E12	I feel more familiar with Brand's products.	946	4.51	.57
E15	I feel good toward the Cerebos's products.	944	4.39	.58
E10	I am generally satisfied with most of the Brand's products I buy.	943	4.35	.61
E3	Cerebos produces quality products.	944	4.30	.65
E9	Cerebos' name makes me believe in the program's benefits to society.	945	4.28	.69
E2	Cerebos offers a variety of well-known products.	945	4.26	.69
E1	Cerebos is a long-established company.	945	4.21	.71
E7	Cerebos has sponsored many social contribution programs.	944	4.20	.70
E17	I feel *negatively* toward the Cerebos company. (***R***)	942	4.17	.81
E13	I want to recommend the Cerebos's products to others.	944	4.13	.69
E16	I feel that the Cerebos's product quality is better than competing products.	942	4.13	.77
E4	Cerebos carries out a lot of product advertising.	944	4.10	.72
E6	Cerebos is concerned about their customers.	943	3.99	.74
E8	Cerebos supports more social contribution activities than their competitors.	944	3.97	.81
E11	I like the Cerebos company from what I have heard about them.	943	3.90	.70
E5	Cerebos has strong company management.	944	3.76	.74
E20	I feel good toward Cerebos's management.	945	3.73	.75
E14	I feel a close relationship with the Cerebos company.	945	3.62	.79
E19	The employees of Cerebos company are well trained.	945	3.43	.70
E18	I feel good toward Cerebos's staff.	942	3.36	.71

All data measured on 5-point scales, higher ratings are more favourable.
Source: analysis of field data

Moreover, a list of correlations among variables is reported in appendix 5.6. These results give insights into the expected outcomes of the structural equation modeling. Indeed, many of these relationships were not correlated as expected, indicating difficulties with the proposed model tested in section 5.6.

In summary, the means and standard deviations reported in tables 5.3, 5.4, 5.5 and 5.6 show no major departures from the literature review and the exploratory studies detailed in previous chapters. Before using structural equation modeling to test the conceptual model, item analysis will be conducted. This appears in the next section.

5.5 Item analysis

To ensure that final items elicit a wide response discriminate on the Likert scales among those who responded negatively and positively, an item analysis is conducted at this stage (Roderick 1999; Zikmund 1997). The item-test relation is the best rough index of item discriminating power (Roderick 1999). There are two plausible alternatives in computing the correlation between an item and a test score: item-total-score correlation and item-remainder-score correlation. Item-remainder-score correlation or corrected-item-total correlation was conducted because it can eliminate the spurious increase of the total-score variances due to combining its item score (Roderick 1999). An item analysis was performed in the pre-test stage of the previous chapter to exclude items which had negative item-remainder-score correlations as shown in appendix 4.3. All item-remainder-score correlations at this stage showed no negative correlation, as expected. All item-total statistics are summarized in appendix 5.7. No item was eliminated. This indicates that all items used in this study elicited an item discriminating power.

Additionally, the internal consistency reliability of each construct, measured in terms of Cronbach's alpha, has been determined (Malhotra 1999). Alpha values of 0.70 or greater are regarded as acceptable (Nunnally 1978). Cronbach's alpha values for societal marketing program identity, company marketing communications and customer attitude towards the company are 0.9035, 0.9227 and 0.9249, respectively. These results indicate satisfactory internal consistency reliability as well as high reliability of the instrument for this study.

In summary, an item analysis was performed and no item was excluded, due to no occurrences of negative item-remainder-score correlations. Results of the internal consistency reliability test also showed a high reliability of measurement scales. Next, structural equation modeling will be used to test the conceptual model.

5.6 Structural equation modeling

Descriptive statistics and item analysis were described in the previous sections. In this section, the hypotheses of the conceptual model, shown in figure 2.2, are tested by using structural equation modeling.

Structural equation modeling (SEM) is more comprehensive and flexible than any other single statistical model in standard use in research design and data analysis by social and behavioral scientists (Hoyle 1995). SEM is the integration of several models: multiple regression, path analysis and factor analysis. It offers a mechanism to hypothesize relationships between constructs and measured variables and the constructs based on substantive theory (Bentler 1995; Hair et al. 1998; Hoyle 1995; Kelloway 1998). There are three benefits of using SEM, as suggested by Hair et al. (1998) and Kelloway (1998). First, this technique conducts confirmatory factor analysis to assess the measurement properties of certain scales. Second, it allows for the specification and testing of complex path models that integrate this sophisticated understanding. Finally, it provides a unique analysis that gives a flexible and powerful means of simultaneously assessing the quality of measurement and examining predictive relationships among constructs.

As discussed in section 4.9, it was an appropriate method to utilize a two-step approach to simplify analysis of the complete model in this thesis (Anderson & Gerbing 1988; Hair et al. 1998). This approach separates the analysis of a measurement model, which represents the relationships between individual indicators and latent variables, from the analysis of the structural paths between the latent variables. In this study, the full-hypothesized model was broken down into three multiple-factor congeneric models, representing the three constructs: soceital marketing program identity (SMPI), corporate marketing communications (CMC) and attitude towards the company (ATTITUDE). These multiple-factor congeneric models were each tested in confirmatory factor analysis. The SEM analysis was performed using LISREL.

Seven steps in SEM applied in this thesis are described in table 5.7, based on suggestions from Bollen and Long (1993), Diamantopoulos and Siguaw (2000), Hair et al. (1998), Kelloway (1998) and Schumacker and Lomax (1996). The first three steps have already been completed in the previous chapters and the remaining four steps are presented next.

Table 5.7: Steps in structural equation modeling applied in this thesis

Steps of structural equation modeling	Chapters and sections where addressed
1. Conceptual model development • Review literature for specifying a conceptual model. • Create latent-variable relationships from theory.	 Chapter 2, sections 2.2, 2.3 and 2.4 Chapter 2, section 2.5
2. Path diagram construction. • Identify and depict path diagram of a model.	 Chapter 2, section 2.5 Chapter 3, section 3.5
3. Model specification • Indicate operationalisation of the construct and measurement methods.	 Chapter 4, section 4.5
4. Model identification • Determine the correspondence between the free parameters and the observed variances and covariences.	 Chapter 5, section 5.6
5. Proposed model estimation • Obtain estimates for all the parameter to be estimated. • Perform significance test.	 Chapter 5, section 5.6 Chapter 5, section 5.6
6. Evaluation of model fit	Chapter 5, section 5.6
7. Model modification and interpretation	Chapter 5, section 5.6

Source: developed for this thesis base on Bollen and Long (1993), Diamantopoulos and Siguaw (2000), Hair et al. (1998), Kelloway (1998) and Schumacker and Lomax (1996)

Model identification. After specifying the model, an important consideration is the identification of the model. Model identification concerns the correspondence between the free parameters and the observed variances and covariances (Hoyle 1995). Three levels of identification are possible: *under-identified*, *just-identified* and *over-identified*. A simple way of examining model identification is to use the degrees of freedom (df) (Kelloway 1998). Either just-identified or over-identified are acceptable identification level (Hoyle 1995; Kelloway 1998; Kunnan 1998). The researcher used LISREL to identify the model since this software package can produce a warning message if a model is under-identified (Diamantopoulos & Siguaw 2000). Each model estimation performed in this study will be checked. If under-identified occurred, it will be noted in the discussion of the model.

Model estimation. The primary objective of model estimation is to obtain estimates of all free parameters from a set of observed data. LISREL 8.3 is used for estimation of the measurement model and the construct correlations. Several estimation methods are currently used such as the maximum likelihood (ML), generalized least squares (GLS) and elliptical least squares (ELS) (Kunnan 1998). If the measured variables are interval-scaled and the data are multivariate normal, ML is the most common estimation procedure used (Hair et al. 1998; Hoyle & Panter 1995; Klaauw & Koning 2003; Kunnan 1998). Schumacker and Lomax (1996) state that 'the ML estimates are consistent, unbiased, efficient, scale-invariant, scale-free and normally distributed' (p.125). As discussed in section 5.3, the data from this study were multivariate non-normal. Satorra-Bentler scaled χ^2 method provided by LISREL is used to provide a distribution that is more closely approximated by χ^2 than the usual statistic (West, Finch & Curran 1995). Then, the ML-based scaled method, which is called robust maximum likelihood estimation, will be applied for this study (Mels 2003). This robust maximum likelihood estimation statistic seemed to be the most adequate test statistic for evaluating model fit when sample size is small or less than 1,000 (Hu & Bentler 1995).

Furthermore, the estimation method, such as ML, and tests of model fit, such as the χ^2 test, are based on the assumption of large sample sizes. As recommended by Hair et al. (1998) and Kelloway (1998), a sample size of at least 200 observations would be an appropriate minimum. Using these guides, the sample of 946 respondents used in this thesis is therefore appropriate given the complexity of the model specified.

Evaluation of model fit. The results were first examined for *offending estimates* and resolved for them. Then, both overall model fit and individual parameter fit were assessed separately. There is no single statistical test that will display the strength of a SEM (Heir et al. 1998; Schumacker & Lomax 1996), but there are a variety of fit indices available to determine the degree of congruence between the hypothetical model and the data (Hu & Bentler 1995). Researchers are encouraged to use multiple fit indices rather than to rely on a single choice (Hair et al. 1998; Hoyle & Panter 1995; Schumacker & Lomax 1996; Tanaka 1993). Therefore, the six goodness of fit indices used in this research and their recommended acceptable values are summarized in table 5.8.

Table 5.8: Goodness of fit statistics for model evaluation

Goodness of fit index	Standard criterion
Chi-Square	$p > .05$
RMSEA	$\leq .08$
GFI	> .95 good, > .90 acceptable
AGFI	> .95 good, > .90 acceptable
CFI	> .90
IFI	> .90

Source: developed for this research from Browne and Cudeck (1993), Hulland, Chow and Lam (1996), Schumacker and Lomax (1996), Kelloway (1998) and Hu and Bentler (1995)

Two common measures used to evaluate absolute fit in SEM are the *chi-square* (χ^2) statistic and the *root mean square error of approximation* (RMSEA) (Diamantopoulos & Siguaw 2000). The χ^2 statistic is the only statistical goodness-of-fit index available in SEM. A statistically *nonsignificant* χ^2 test ($p > 0.05$) indicates that there is model fit (Hulland, Chow & Lam 1996). Since sample size is large (more than 200), the values of χ^2 also increase (Kelloway 1998). The model is more likely to be rejected with large sample size. Therefore, alternate fit indices have been proposed to accompany with this index (Heir et al. 1998; Kelloway 1998).

The RMSEA is an index based on non-centrality. It was used to correct for the tendency of the χ^2 statistic to reject any specified model with large sample (Heir et al. 1998). Suggested by Rigdon (1996), RMSEA was best to use in a confirmatory or competing model strategy with larger samples. Values of the RMSEA of 0.08 or less are considered as accepted (Browne & Cudeck 1993).

Another two alternative measures commonly applied for evaluation of overall model fit are *goodness-of-fit index* (GFI) and the *adjusted goodness-of-fit index* (AGFI) (Hulland, Chow & Lam 1996). They assess the relative amount of the observed variances and covariances accounted for by the model (Diamantopoulos & Siguaw 2000; Tanaka & Huba 1989). The AGFI adjusts the GFI for the degree of freedom in the model (Diamantopoulos & Siguaw 2000). While values of the

GFI and the AGFI of 0.95 or greater are considered as illustrating a good overall model fit, values between 0.90 and 0.95 reflect acceptable fit (Hulland, Chow & Lam 1996; Schumacker & Lomax 1996).

The *comparative fit index* (CFI) indexes the relative reduction in lack of fit based on estimation of non-centrality χ^2 of a target model versus a baseline model (Hoyle & Panter 1995). Values of the CFI with exceeding 0.90 indicate a good fit to the data (Hatcher 1996; Kelloway 1998).

The *incremental fit index* (IFI) is classified as one of the comparative fit indexes based on the central χ^2 distribution (Hoyle & Panter 1995). IFI modifies the denominator of the normed fit index (NFI) by subtracting degree of freedom and their values that exceeding 0.90 indicate a good fit of the data (Hu & Bentler 1995).

Model modification and interpretation. Model modification typically follows the concept that changes can be made to improve the model. Modification of the model involves a specified and estimated model by either freeing or fixing parameters, which previously were fixed of free (Hoyle 1995). LISREL provides values of modification indices for modifying the model (Diamantopoulos & Siguaw 2000). The researcher decided to exclude some variables to improve the model rather that allow for additional correlated errors as correlated measurement errors may make the meaning of the construct and its dimension different from what it is supposed to measure (Pedhazur 1997). Therefore, some indicators depicting very low factor loading values and squared multiple correlation will be deleted on a theoretical basis according to the literature review and exploratory studies. The deletion of these indicators will be made one by one because the deletion of one indicator in a model may affect other parts of the model simultaneously (Segars & Grover 1993). Once model respecification is accomplished and the resubmitted model is found to have model fit, model interpretation will be presented. Focusing initially on the validity of the indicators, it will be assessed by examining the magnitude and significance of the paths between each latent variable and its indicators. First, significance levels of individual parameters are reported as critical ratios. These ratios can be interpreted in the same way as the z score. Therefore, values above ± 1.96 can be considered as significant at the 5% level, $p < 0.05$ (Diamantopoulos & Siguaw 2000). In this thesis, the critical ratios will be shown in all relevant tables. Then, the magnitude or factor loading in standardized forms will be reported. Finally, relationships between variables will be described and discussed based on the theory and exploratory results.

In addition, assessment of the reliability of each construct, or *construct reliability*, will be calculated and reported in order to identify that indicators used to measure those constructs are reliable. As suggested by Hair et al. (1998), the composite reliability of a construct is calculated as

$$\text{Construct reliability} = \frac{(\Sigma \text{ standardized loading})^2}{(\Sigma \text{ standardized loading})^2 + \Sigma \text{ measurement error for each indicators}}$$

The recommended value of greater than 0.60 is accepted (Bagozzi & Yi 1988). Next, all steps in SEM will be applied for confirmatory factor analysis of each construct in the hypothesized measurement model for this research.

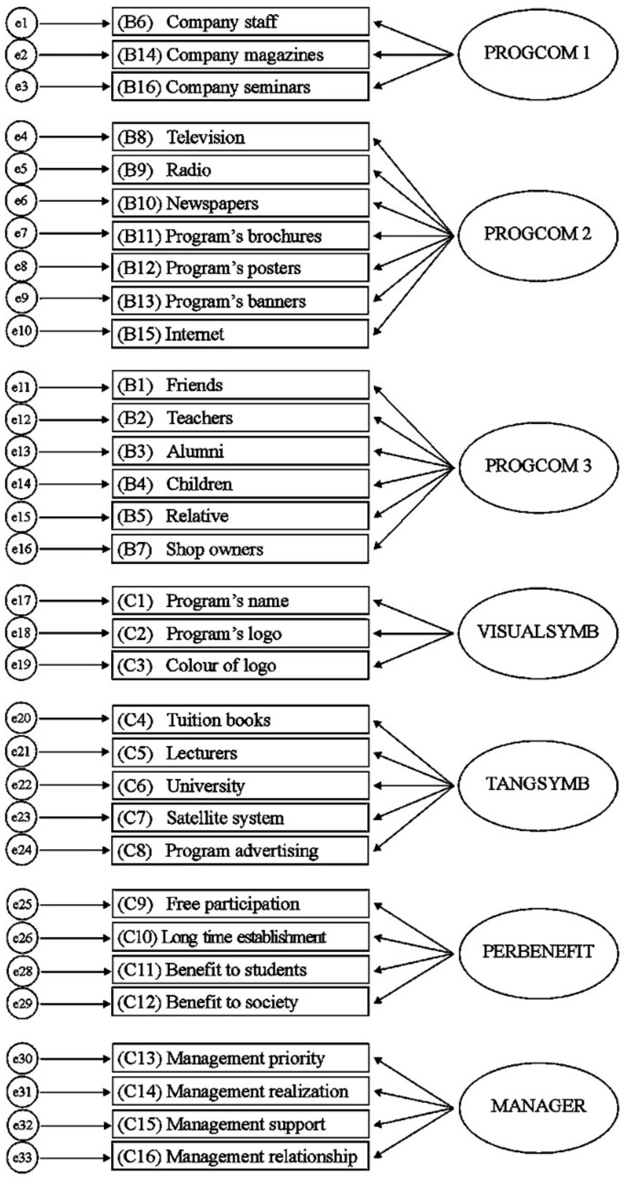
5.6.1 Confirmatory factor analysis

The seven steps of SEM for this study have been described. The first three steps have been completed in the previous chapters. Next, the remaining steps will be applied. The above goodness-of-fit criteria will be used to test the measurement model by initially evaluating and modifying each latent construct in turn before the next step is considered.

Societal marketing program identity. The original specification for the construct of societal marketing program identity was proposed in table 4.3 and is presented in figure 5.4. Societal marketing program identity (SMPI) has multi-dimensional constructs: PROGCOM 1 (primary program communications), PROGCOM 2 (secondary program communications), PROGCOM 3 (tertiary program communications), VISUALSYMB (visual symbolism), TANGSYMG (tangible symbolism), PERBENEFIT (perceived benefit) and MANAGER (management behaviour). They were measured by using multiple indicators as described in figure 5.4 based on literature reviews and exploratory studies. The hypothesized model also depicts non-directional relationships among all constructs. Regarding the high complexity of these relationships, the *curved arrows* in two directions, indicating relationships among these seven constructs, are not displayed in the figure 5.4.

Primary program communications (PROGCOM 1), secondary program communications (PROGCOM 2) and tertiary program communications (PROGCOM 3) were proposed to be measured by three, seven and three items respectively. Visual symbolism (VISUALSYMB), tangible symbolism (TANGSYMG) and perceived benefit (PERBENEFIT) were observed by three, five and four items respectively. Four items measured management behaviour (MANAGER). The correlation matrix of those indicators is displayed in appendix 5.6.

Figure 5.4: The hypothesized measurement model of societal marketing program identity and goodness of fit statistics



Goodness - of - fit statistic for hypothesized model for societal marketing program

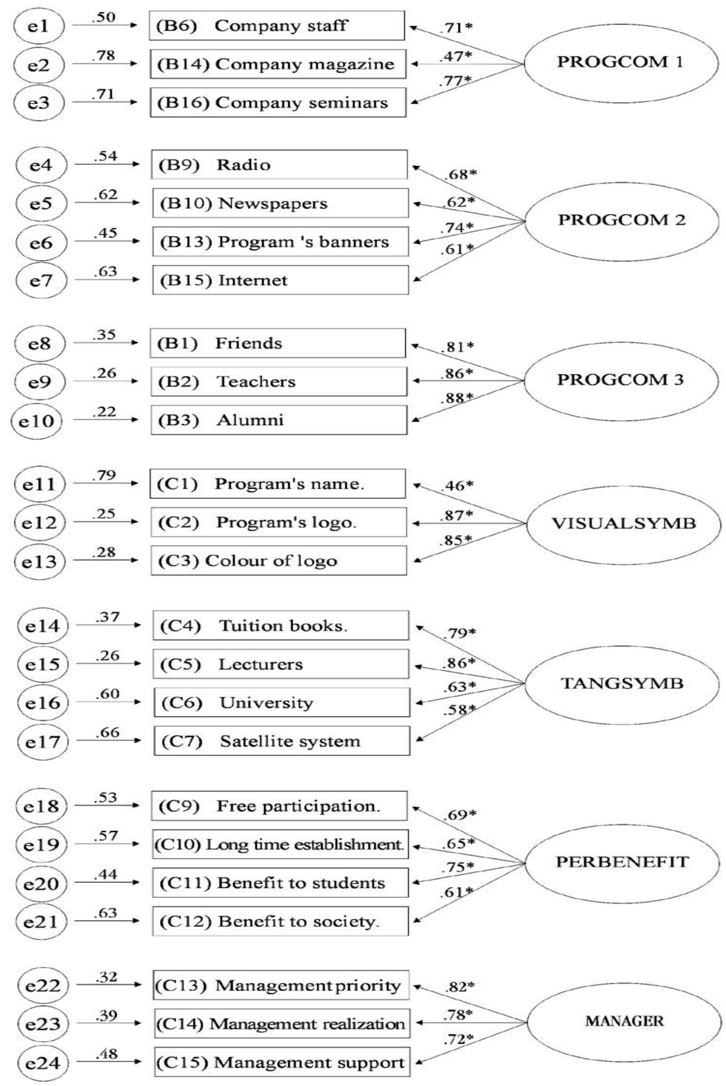
Scaled Chi-square 2121.17 , p = .00

df	443
RMSEA	.068
GFI	.85
AGFI	.82
CFI	.86
IFI	.86

These seven constructs have relationships among themselves.
Source: developed for this research

Values of the goodness-of-fit statistics of the hypothesized model for SMPI are reported in figure 5.4. They indicate that this hypothesized model does not fit. Then, the model was modified by eliminating some indicators, which displayed low relationships with other indicators, rather than allowing correlated errors between them. According to the indications of modification indices, those indicators eliminated were B7, B8, B11, B12, C8 and C16.

Figure 5.5: The modified measurement model of societal marketing program identity



Goodness - of - fit indices

Scaled Chi-square 778.93 , df = 231 , p = .00

RMSEA	.050
GFI	.93
AGFI	.90
CFI	.93
IFI	.93

Source: analysis of field data collected for this thesis

After modification, *the revised measurement model* for SMPI had acceptable fit overall (RMSEA = 0.050, GFI = 0.93, AGFI = 0.90, CFI = 0.93 and IFI = 0.93) as depicted in figure 5.5. The model confirmed that items presented in figure 5.5 indicate an effective measurement for SMPI. All factor loadings using standardized coefficients were significant ($p < 0.05$). Therefore, this provides validity evidence in favor of the indicators used to represent those latent variables.

From the revised model, three items effectively measure primary program communications (PROGCOM 1). In particular, company seminars (B16, factor loading = 0.77) was the most effective item. Four effective items were identified for measuring secondary program communications (PROGCOM 2). Compared to the others, program banners (B13, factor loading = 0.74) were the most effective item. Like primary program communications, three items were indicated as effective measurements for tertiary program communications (PROGCOM 3). Alumni (B3), with factor loading = 0.88, was the most effective measurement item.

Three items depicted effective measurement for visual symbolism (VISUALSYMB). Program's logo (C2, factor loading = 0.87) was the most effective one. Unlike visual symbolism, tangible symbolism (TANGSYMB) was observed by four effective items. Compared to the others, lecturers (C5, factor loading = 0.86) were the most effective. Four items were depicted as effective measurements for perceived benefit (PERBENEFIT). Benefits to students (C11, factor loading = 0.75) was the most effective. Three items were indicated as effective measurements for management behaviour (MANAGER). Management priority (C13), with a factor loading = 0.82, was the most effective.

Table 5.9: The relationships of seven latent variables with each other in modified measurement model by showing correlation values

Construct	PROGCOM 1	PROGCOM 2	PROGCOM 3	VISUALSYM	TANGSYMB	PERBENEFIT	MANAGER
PROGCOM 1	1.00						
PROGCOM 2	**0.72***	1.00					
PROCOM 3	0.51*	0.65*	1.00				
VISUALSYM	0.27*	0.33*	0.23*	1.00			
TANGSYM	0.22*	0.39*	0.29*	0.46*	1.00		
PERBENEFIT	0.20*	0.47*	0.31*	0.44*	**0.71***	1.00	
MANAGER	0.14*	0.32*	0.20*	0.40*	0.42*	0.68*	1.00

** P< 0.05*

Source: analysis of field data collected for this thesis

The correlations between those seven latent variables are reported in table 5.9 due to their complexity. In the modified model, the latent variables illustrate positive interrelation. The relationship between primary program communications (PROGCOM 1) and secondary program communications (PROGCOM 2) indicates the most interrelation (0.72), following by tangible symbolism (TANGSYMB) and perceived benefit (PERBENEFIT) (0.71).

Table 5.10: Construct reliability of all constructs for SMPI

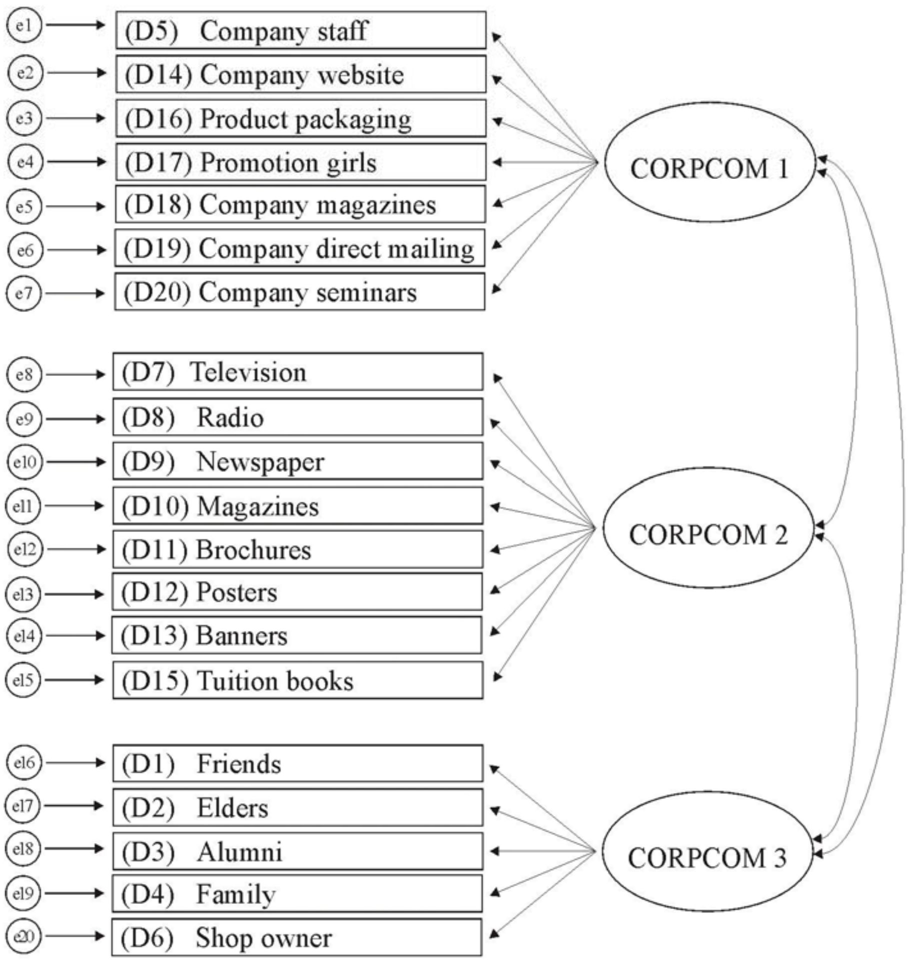
Latent variables	Construct reliability
PROGCOM 1	0.69
PROGCOM 2	0.76
PROGCOM 3	0.89
VISUALSYMB	0.78
TANGSYMB	0.81
PERBENEFIT	0.77
MANAGER	0.82
Construct	**Construct reliability**
SMPI	**0.96**

Source: analysis of field data collected for this thesis

Next, construct reliability of each construct computed is summarized in table 5.10. All of the values are greater than 0.60, which is desirable (Bagozzi & Yi 1988). We can conclude that, as a set of indicators, these latent variables provide reliable measurement of the SMPI constructs. In particular, PROGCOM 3 indicated the highest value (0.89). The construct reliability of SMPI was very high (0.96). It indicates high reliability of the measurement indicators.

Corporate marketing communications. The proposed measurement model for the construct of corporate marketing communications was proposed in table 4.3 and is presented in figure 5.6. Corporate marketing communications (CMC) contain three-dimensional constructs: CORPCOM 1 (primary corporate communications), CORPCOM 2 (secondary corporate communications) and CORPCOM 3 (tertiary corporate communications). Multiple-measurement indicators used are summarized in figure 5.6. CORPCOM 1, CORPCOM 2 and CORPCOM 3 were measured by seven, eight and five items respectively. The correlation matrix of those indicators is displayed in appendix 5.6.

Figure 5.6: The hypothesized model of corporate marketing communications and goodness-of-fit statistics



Goodness - of - fit statistic for hypothesized model of corporate marketing communications

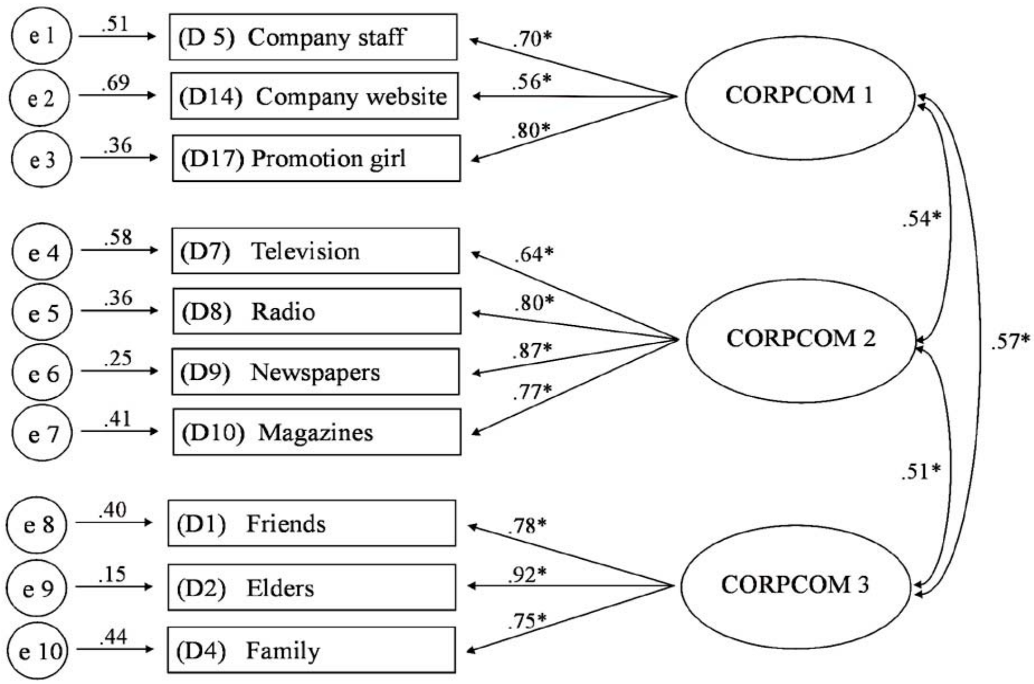
Scaled Chi-square 2280.86 , p = .00

df	167
RMSEA	.12
GFI	.76
AGFI	.70
CFI	.78
IFI	.78

Source: developed for this study

The values of the goodness-of-fit statistics for CMC are reported in figure 5.6. They indicate that this hypothesized model does not fit. According to the modification indices, the model was then modified by eliminating some indicators: D3, D6, D11, D12, D13, D15, D16, D18, D19 and D20.

Figure 5.7: The modified measurement model of corporate marketing communications



Goodness - of - fit indices

Scaled Chi-square 189.53 , df = 32 , p = .00

RMSEA	.075
GFI	.95
AGFI	.92
CFI	.95
IFI	.95

Source: analysis of field data collected for this thesis

After model modification, *the revised measurement model* for CMC, as shown in figure 5.7, had acceptable fit overall (RMSEA = 0.075, GFI = 0.95, AGFI = 0.92, CFI = 0.95 and IFI = 0.95). The model confirmed that items described in figure 5.7 indicate an effective measurement for CMC. All factor loadings using standardized coefficients were significant ($p < 0.05$). Hence, the validity of the indicators of each latent variable identified was maintained. For primary corporate communications (CORPCOM 1), the most effective item of three measurement items was promotional girls (D7, factor loading = 0.80). Newspapers (D9, factor loading = 0.87) and radio (D8, factor loading = 0.80) were the most effective measurements for secondary corporate communications (CORPCOM 2). Elders (D2), with a factor loading = 0.92, was the most effective item of those three items for tertiary corporate communications (CORPCOM 3).

All correlations between three latent variables: CORPCOM 1 and CORPCOM 2, CORPCOM 1 and CORPCOM 3 as well as CORPCOM 2 and CORPCOM 3, are positive and significant ($p < 0.05$). The relationship between CORPCOM 1 and CORPCOM 3 (0.57) depicts the most interrelation.

Table 5.11: Construct reliability of all constructs for CMC

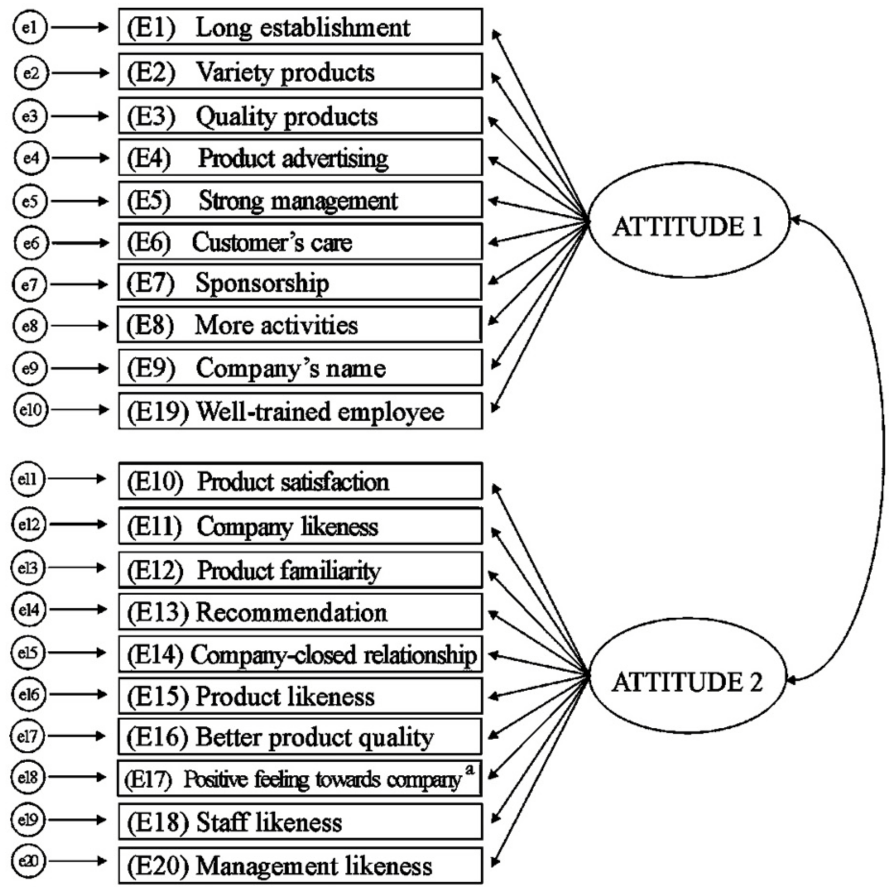
Latent variable	**Construct reliability**
CORPCOM 1	0.73
CORPCOM 2	0.86
CORPCOM 3	0.86
Construct	**Construct reliability**
CMC	**0.93**

Source: analysis of field data collected for this thesis

Next, construct reliability of each construct computed is summarized in table 5.11. All of the values, indicating values greater than 0.60, are accepted (Bagozzi & Yi 1988). This illustrates that a set of indicators of these latent variables provides a reliable measurement of the CMC construct. The value of construct reliability of CMC depicts high value (0.93) indicating the high reliability of the measurement indicators.

Attitude towards company. The proposed measurement model for the construct of attitude towards the company was proposed in table 4.3 and is presented in figure 5.8. Attitude towards the company (ATTITUDE) was a two-dimensional construct: ATTITUDE 1 (belief) and ATTITUDE 2 (feeling). Multiple-measurement indicators used are summarized in figure 5.8. ATTITUDE 1 and ATTITUDE 2 were measured by ten items each. The correlation matrix of those indicators is displayed in appendix 5.6.

Figure 5.8: The hypothesized measurement model of attitude towards company and goodness of fit statistics



Goodness - of - fit statistic for hypothesized model of attitude towards company

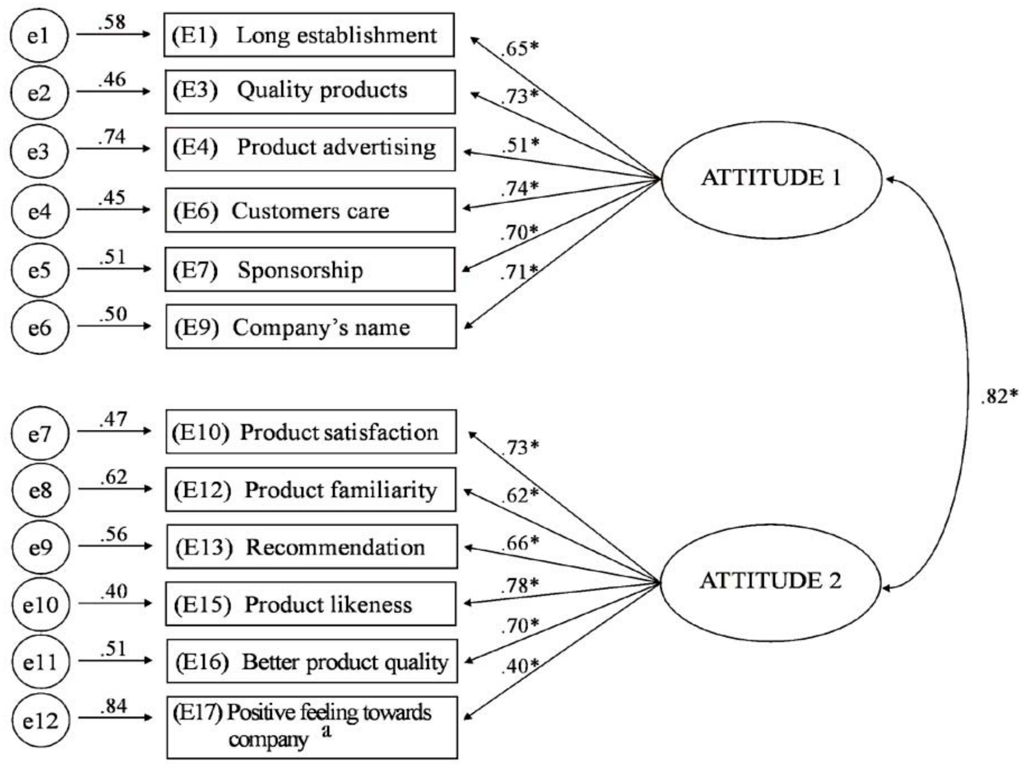
Scaled Chi-square 1707.29 , p = .00

df	169
RMSEA	.10
GFI	.81
AGFI	.76
CFI	.81
IFI	.81

Source: developed for this study

The values of the goodness-of-fits for ATTITUDE are reported in figure 5.8. They indicate that this hypothesized model does not fit. Then, according to the modification indices, the model was modified by eliminating some indicators: E2, E5, E8, E19, E11, E14, E18 and E20.

Figure 5.9: The modified measurement model of attitude towards company



Goodness - of - fit indices

Scaled Chi-square 262.60 , df = 53 , p = .00

RMSEA	.066
GFI	.94
AGFI	.91
CFI	.93
IFI	.93

[a] *The original question, negative feeling towards company, has been reversed.*
* *p<0.05*
Source: analysis of field data collected for this thesis

After model modification, *the revised measurement model* for CMC, as displayed in figure 5.9, had acceptable fit overall (RMSEA = 0.066, GFI = 0.94, AGFI = 0.91, CFI = 0.93 and IFI = 0.93). The model confirmed that the items described in figure 5.5 indicated an effective measurement for ATTITUDE. All values of factor loading, using standardized forms, were significant ($p < 0.05$). Validity of those indicators was identified. Six items indicated effective measurement for belief towards company (ATTITUDE 1). Whereas customer-concern (E6, factor loading = 0.74) displayed the highest factor loading, product-advertising (E4, factor loading = 0.51) presented the lowest one. Like ATTITUDE 1, the model depicted six effective items to measure feeling towards company (ATTITUDE 2). Product-likeness (E15), with factor loading = 0.78, presented the highest value. Moreover, the correlation between two latent variables, ATTITUDE 1 and ATTITUDE 2, was significant ($p < 0.05$) and high (0.82). It also showed a positive relationship.

Table 5.12: Construct reliability of all constructs for ATTITUDE

Latent variable	**Construct reliability**
ATTITUDE 1	0.83
ATTITUDE 2	0.82
Construct	**Construct reliability**
ATTITUDE	0.90

Source: analysis of field data collected for this thesis

Next, construct reliability of each latent variable computed is summarized in table 5.12. All of the values, indicating values greater than 0.60, are accepted (Bagozzi & Yi 1988). We can conclude that a set of indicators of both latent variables provides reliable measurement of the ATTITUDE construct. The construct reliability of CMC indicated high value of 0.90.

In summary, the steps of confirmatory factor analysis have been applied to test the measurement model by initially evaluating and modifying each construct (societal marketing program identity, corporate marketing communications and attitude towards company) in turn. The modified measurement models were reported and interpreted. After that, composite reliability was reported and discussed. Next, latent variable path analysis for the structural model in this thesis will be applied.

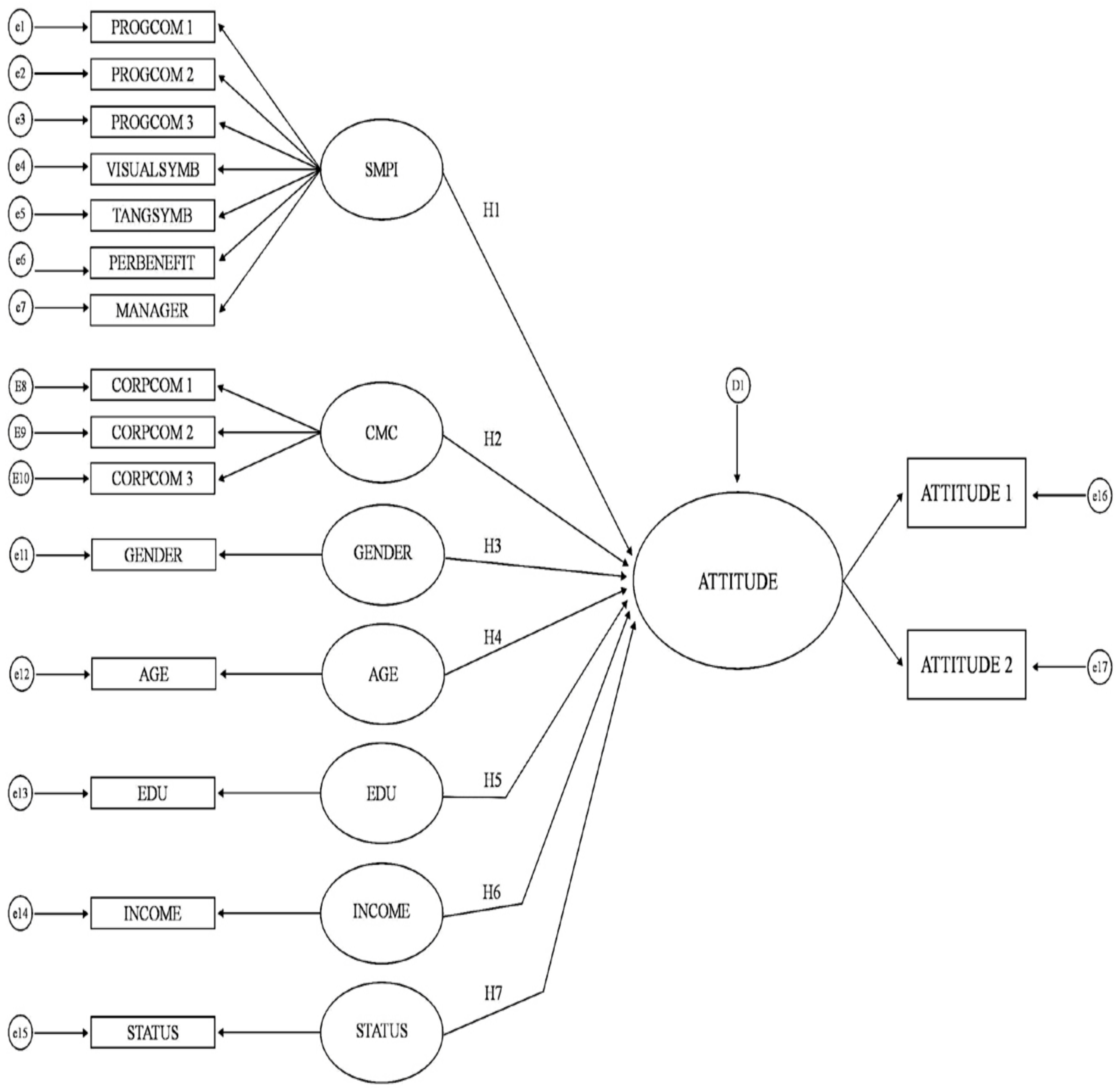
5.6.2 Latent variable path analysis

By using a two-step approach, confirmatory factor analysis was applied to test the hypothesized measurement model of each construct in section 5.6.1. Path analysis is then utilized to evaluate the relationships between the latent constructs in this section. This section attempts to determine whether the theoretical relationships specified at the conceptualization stage in previous chapters are indeed supported by the survey data.

Latent variable path analysis will be conducted to assess the proposed measurement relations and the proposed structural relations (Diamantopoulos & Siguaw 2000). The steps of SEM, which are model specification, model identification and estimation, model assessment and model modification, will be applied. Finally, the modified structural model will be reported and interpreted.

The hypothesized structural model, based on theory and the exploratory studies, is presented in figure 5.10. The latent variables in the confirmatory factory analysis now become composite variables, which will be observed variables in this stage. These observed variables: SMPI, CMC, ATTITUDE 1 and ATTITUDE 2, are presented in the forms of latent standardized scores. Therefore, the scores depict a mean close to zero and a standard deviation close to one (Jöreskog 2000).

Figure 5.10: The hypothesized structural model of this thesis



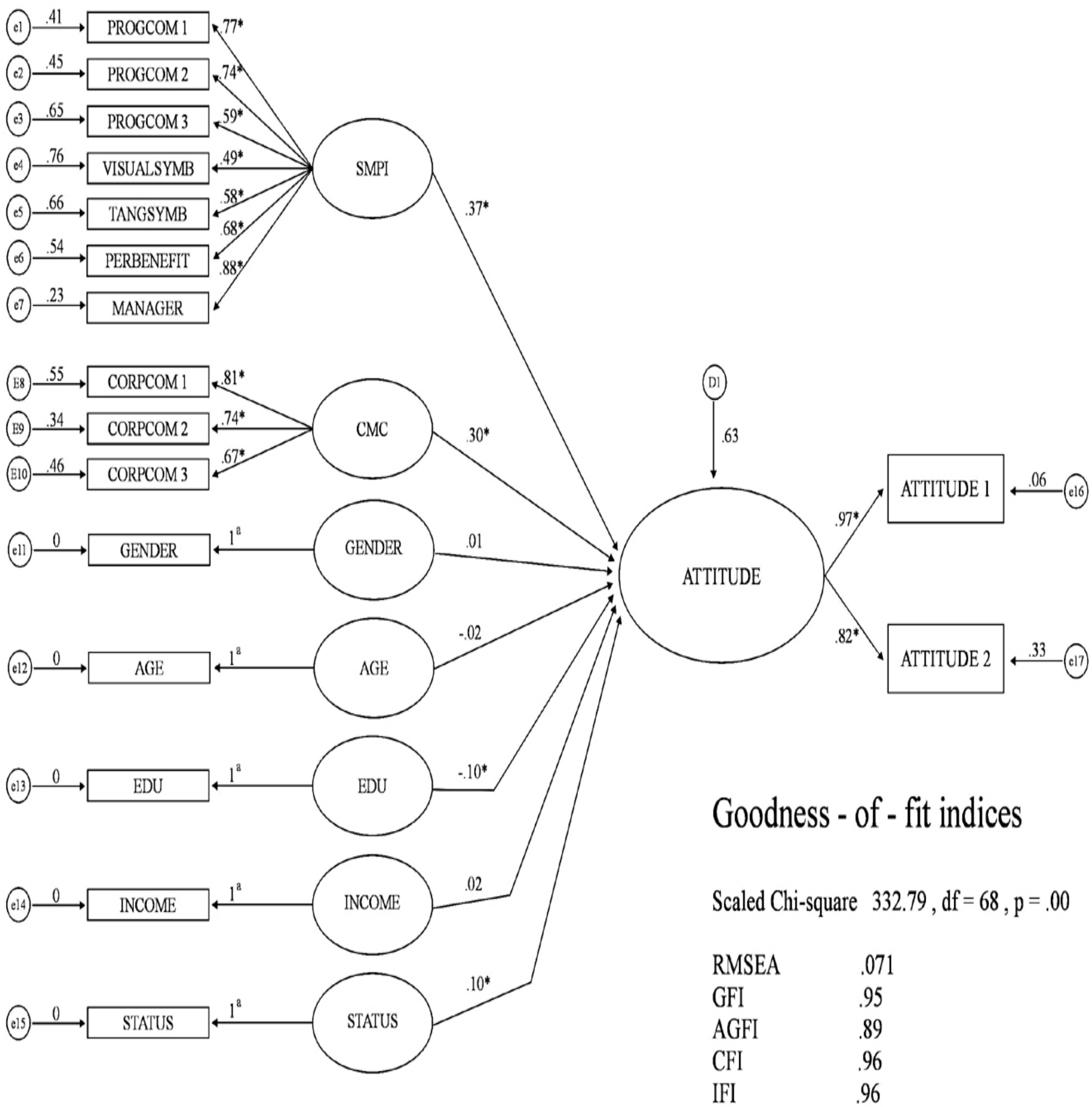
Source: developed for this study

The skewness and kurtosis statistics of observed variables indicating non-normality are reported in appendix 5.3. As discussed in section 5.3, the robust maximum likelihood estimation will be applied to resolve this issue (Mels 2003).

Gender and marital status, with nominal scales, will be transformed as *dummy* variables, which are metric variables assigned, for example, as 1 for female or married. Therefore, those two constructs can be used in SEM (Hair et al 1998).

Form the proposed model, an estimation problem occurs showing *a non-positive definite* matrix. This problem may emerge from several sources. The most likely sources are (1) missing data approach applied, especially pairwise deletion; or (2) collinearity among the observed variables; or (3) model-related problems such as model misspecification (Hair et al. 1998; Diamantopoulos & Siguaw 2000). To solve this problem, the source of the issue was identified. Regarding the first problem, in this study listwise deletion method was used to solve the missing-data problem. Then, correlations of each variable in the proposed model, as summarized in appendix 5.8, were explored. They were not greater than 0.80 depicting no linear dependency issue. Apart from those two sources, a non-positive definite problem may still be encountered because of model mispesification problems. To resolve these problems, the proposed model was modified by allowing correlation among measurement errors (Diamantopoulos & Siguaw 2000) as shown in appendix 5.9.

Figure 5.11: The modified structural model for this thesis



** p < 0.05, [a] fixed loading as 1.*
Due to complexity, the detail of correlation among measurement errors is not shown.
Source: analysis of field data collected for this thesis

After model modification, *the revised structural model* for this thesis, as presented in figure 5.11, has acceptable fit overall (RMSEA = 0.071, GFI = 0.95, CFI = 0.96 and IFI = 0.96). From the measurement parts of the model, all composite variables showed significant factor loading levels of 0.05. Hence, both multi-dimension constructs (SMPI and CMC) indicated an effective measurement validity, as expected.

Four relationships between exogenous and endogenous constructs are significant ($p < 0.05$): SMPI and ATTITUDE, CMC and ATTITUDE, EDU and ATTITUDE, and STATUS and ATTITUDE. Apart from these, AGE, GENDER and INCOME depicted no significant relationships to ATTITUDE. Unlike other constructs, AGE and EDU displayed negative relationships to ATTITUDE. SMPI and ATTITUDE indicate the highest significant relationship (0.37), while GENDER shows less relationship to ATTITUDE (0.01).

Table 5.13: Path coefficients and significance level of each hypothesis

Hypothesis	Correlation	Standardized path coefficients	Significance level at p< 0.05
H 1	SMPI → ATTITUDE	0.37	✓
H 2	CMC → ATTITUDE	0.30	✓
H 3	GENDER → ATTITUDE	0.01	*X*
H 4	AGE → ATTITUDE	- 0.02	*X*
H 5	EDU → ATTITUDE	- 0.10	✓
H 6	INCOME → ATTITUDE	0.02	*X*
H 7	STATUS → ATTITUDE	0.10	✓

Source: analysis of field data collected for this thesis

The seven hypotheses, presented in section 2.5, will be described based on results from the modified structural model. From table 5.13, only four hypotheses: H1, H2, H5 and H7, have been accepted ($p < 0.05$). The rest have been rejected. Each hypothesis will be interpreted in the next chapter.

In summary, latent variable path analysis has been used to test the hypothesized model for this research. Effective measurement validity of both multi-dimension constructs, SMPI and CMC, was identified. Four hypotheses were accepted. Conclusions will be made in the next section.

5.7 Conclusions

After the introduction, the profile and analysis of respondents were reported in section 5.2. The response rate was 38.4%. As age, gender, marital status, educational level and income level of respondents were descriptively analyzed. Regarding analysis between respondents and the 2001 database group, the respondent group can be considered representative of the Cerebos customer database for 2001 in terms of age and gender.

In section 5.3, the data preparation strategies were described including cleaning and screening, examination of outliers, checking for univariate and multivariate normality and checking the size of the sample. After all preparatory steps, the final qualified sample size for this study was 946. The data is both univariate and multivariate non-normal. Maximum likelihood estimation was applied for this study to resolve the problem of non-normality of data.

Then, the descriptive analysis, means and standard deviations of each construct were presented in section 5.4. They showed no major departures from the literature review and exploratory studies.

After that, the item analysis was described in section 5.5. It was indicated that all items used in this study elicited item discriminating power. The internal consistency reliability of this thesis was determined for each construct. The results indicated satisfactory internal consistency reliability as well as high reliability of the instrument for this study.

Structural equation modeling was used to test the conceptual model in section 5.6. A two-step approach was applied to simplify analysis of the complete model. LISREL was used to perform SEM. Confirmatory factor analysis was used initially to test the measurement model by evaluating and modifying each construct. Both measurement and structural models were tested using multiple fit indices for overall model fit. Construct reliability was also used to assess the reliability of each construct in the model. All constructs in the modified measurement model indicated high reliability of the measurement indicators.

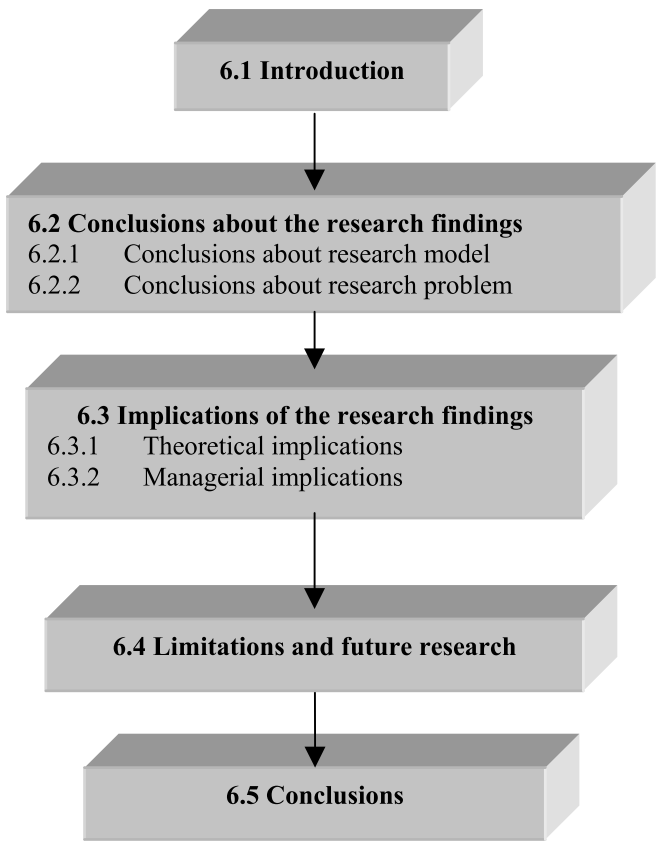
In addition, latent variable path analysis was applied to test the hypotheses. Four of the seven hypotheses: H1, H2, H5 and H7, were accepted. Conclusions and implications will be reported next.

6 Conclusions and Implications

6.1 Introduction

Following the data analysis from the previous chapter, conclusions emerging from the research findings are described in section 6.2, as outlined in figure 6.1. The implications of the findings for theory and management are then developed in section 6.3. Limitations and directions for future research are then identified in section 6.4. An overall conclusion of the thesis is finally made in section 6.5.

Figure 6.1: Outline of chapter 6



Source: developed for this research

This chapter incorporates recent advances in the literature into its discussion of the extent of body of knowledge because the literature reviewed in chapter 2 could only consider literature up to the middle of 2001.

There were five previous chapters. *Chapter 1* provided background and justification for the research and an outline of this thesis. The research problem was developed to determine the impact of societal marketing programs, namely Brand's Educational Summer Camp program, on the attitudes of Thai consumers towards the image of Cerebos (section 1.3):

How does a societal marketing program influence the attitudes of Thai consumers in relation to company image?

This research problem was justified on three grounds: theoretical gaps, practical importance and likely contributions.

In order to investigate the proposed research problem, *chapter 2* reviewed the literature with corporate image and societal marketing as the 'parent' disciplines (Perry 1998). Based on those two disciplines, a conceptual model was developed for testing the relationship between societal marketing program identity, corporate marketing communications, demographic factors and customer attitudes towards corporate image. This model served as the theoretical framework and was the 'immediate' discipline for the research itself (Perry 1998). Moreover, the relationship between the constructs in the model was hypothesized at the end of chapter 2.

In the exploratory research stage, the qualitative techniques of in-depth interviews and focus groups were used to discover new ideas or variables to be used in a Thai context for this study (Zikmund 1997), as reported in *chapter 3.* Both in-depth interviews and focus groups were applied to complement each other's strengths and eliminate weaknesses (Morgan 1996). In-depth interviews with three of Cerebos's managers, responsible for Brand's Educational Summer Camp program, were conducted to gain more insight into their attitudes in relation to the impact of societal marketing on corporate image. Additionally, focus groups of Cerebos's customers provided an understanding of the impact that a societal marketing program has on their attitude towards Cerebos's image and the relationship of demographic factors on consumer attitudes. Findings of these qualitative studies established indicator variables for operationalising the twelve latent constructs for the research in the Thai context. Finally, the preliminary research model was revised based on the qualitative findings.

After that, *chapter 4* described the quantitative design used for collecting and analyzing data in the main study for this thesis. The chapter commenced with the justification of research methodology and data collection methods. The sample frame selection was outlined. Next, the variables were conceptualised and operationalised based on literature reviews and findings from previous chapters. Then, the validity and reliability of the study were addressed. A structured mail questionnaire was developed and pre-tested to ensure its validity and reliability. It was then revised based on pre-test results. Finally, the steps in survey administration and data processing procedures used were presented.

The analysis of data collected in chapter 4 was reported on in *chapter 5*. To establish representativeness of the sample, respondents' profile statistics were examined with the 2001 Cerebos customer database and mailing-out group. Next, data was examined for outliers, missing data and for multivariate normality. Then, descriptive statistics were described and an item analysis was performed. The results indicated satisfactory internal consistency and a high reliability for the instrument of this study.

Structural equation modeling was used to test the conceptual model developed in chapter 3. A two-step approach was applied to simplify analysis for the complete model. Confirmatory factor analysis was used initially to test the measurement model by using multiple fit indices for overall model fit. Moreover, construct reliability was applied. All constructs in the model showed high reliability of the measurement indicators. Finally, latent variable path analysis was used to test the hypotheses and four of the seven hypotheses were supported. Detailed discussions about the findings for structural equation modeling are addressed in the next section, beginning with conclusions about research findings.

6.2 Conclusions of research findings

The specific objectives this research program was designed to address were to:

- develop a Thai model for societal marketing's impact on consumer's attitudes toward a corporate image,
- gain better understanding of demographic factors, such as gender, age, educational level, income level and marital status, that also influence consumer attitudes toward corporate image, and
- test the Thai model of societal marketing's impact on corporate image with data gathered using the Brand's Educational Summer Camp program on customer attitudes toward the image of Cerebos.

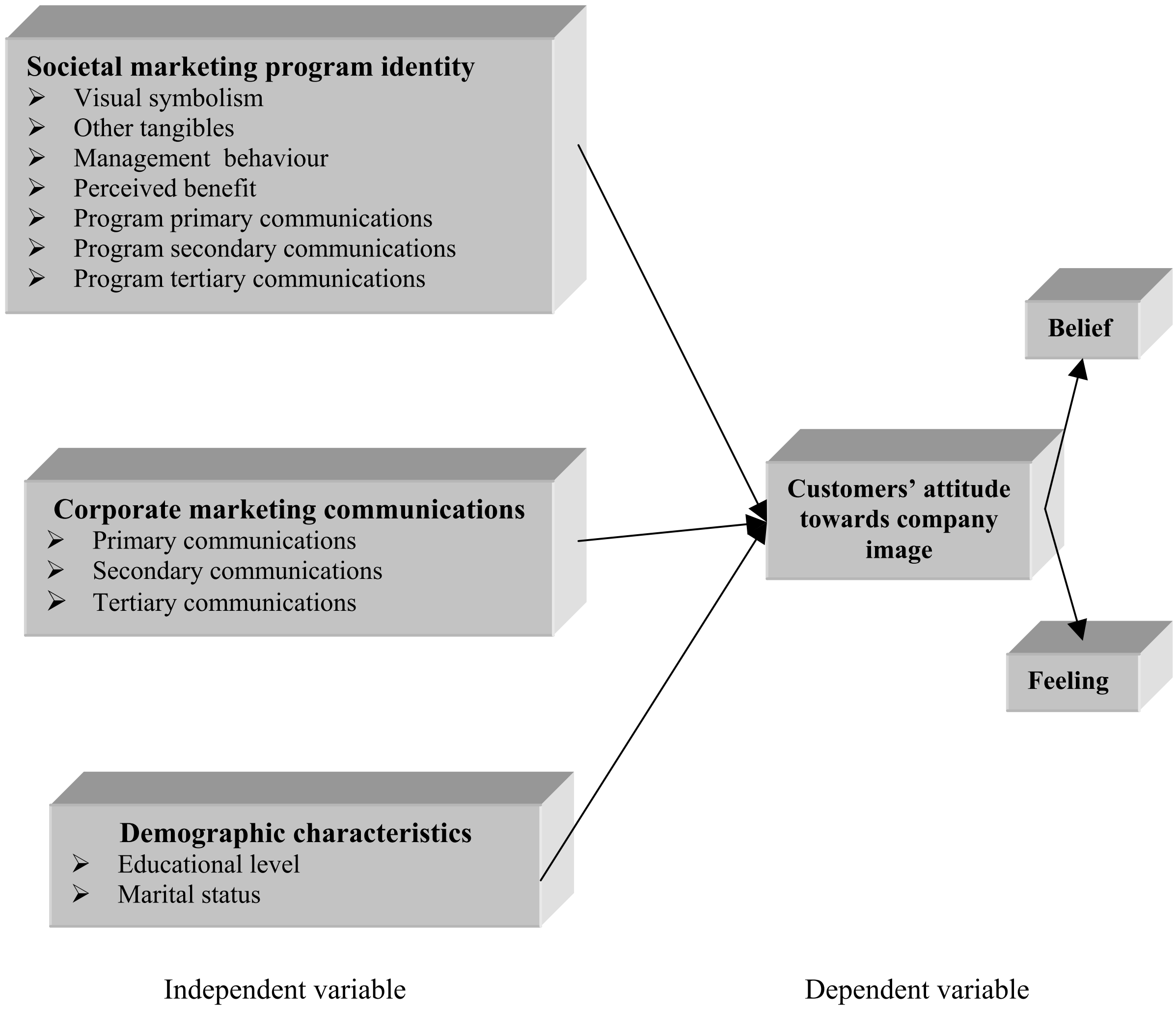
This section attempts to conclude the findings of this research for the above research objectives and has two subsections. These subsections are conclusions about the research model, measurement and structure, and the research problem itself.

6.2.1 Conclusions about the research model

The research model describing the impact of a societal marketing program on customer attitudes toward corporate image was developed in section 2.5 of this thesis. The model was based on literature as well as insights obtained from exploratory studies of Cerebos's customers and Cerebos's management in stage one of the research. Therefore, the model was both theoretically and empirically based. The hypotheses generated from this model were tested in stage two of research (section 5.6).

With the first research objective being reached, that of the development of a model of societal marketing impact on consumers attitude toward a corporate image for the Thai context, developed by using empirical findings from research, it is now presented below in figure 6.2.

Figure 6.2: The final model of societal marketing impacting on consumer's attitudes toward a corporate image for the Thai context



Source: developed for this research based on conclusions about the research model

A comparison of previous variables to the final model based on research findings is demonstrated in table 6.1. Employee's behaviour, age, gender and income level are excluded from this model due to there having a negligible effect.

Table 6.1: A comparison of previous to the final model based on research findings

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

Source: developed for this research, based on the findings

Regarding the second research objective, that of the influence of demographic factors on consumer attitude, only two, educational level and marital status, show a slightly more significant impact on attitudes toward corporate image. Married and lower educational level groups do indeed indicate positive attitudes.

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

Unlike findings from previous studies (Kim, Lim & Bhargava 1998; Simons & Carey 1998), attitudes toward corporate image rely more on a belief component than a feeling component. This finding is similar to prior results from Kempf (1999). However, both feeling and belief information served as important determinants of attitudes (Haddock & Zanna 1993; Kim, Lim & Bhargava 1998) as they do in this research model. Each construct within the measurement model and the results that they proffered are discussed next.

Conclusions about the measurement model. The measurement components of variables in each construct of the research model were developed specifically for this research as identified in section 4.5 based on review of existing literature and exploratory studies. Analysis of the measurement model was conducted by using structural equation modeling, specifically confirmatory factor analysis. This testing resulted in effective items of measurement shown here in table 6.2 from a high to low factor loading.

Table 6.2: A summary of constructs and their effective items of measurement from the measurement model from a high to low factor loading

Constructs	Latent variables	Betas*	Effective items of measurement**	Betas***
Societal marketing program identity (SMPI)	*Management behaviours*	.88	Management priority	.82
			Management realization	.78
			Management support	.72
	Perceived benefits	.68	Benefit to students	.75
			Free participation	.69
			long term establishment	.65
			Benefit to society	.61
	Other tangibles	.58	A set of lecturers	.86
			A set of tuition books	.79
			Tuition class at the university	.63
			television satellite tuition	.58
	Visual symbolism	.49	Program's logo	.87
			Colour motif of logo	.85
			Program's name	.46
	Primary program communications	.77	Company seminars	.77
			Company staff	.71
			Company magazines	.47
	Secondary program communications	.74	Program's banner	.74
			Radio	.68
			Newspapers	.62
			Internet	.61
	Tertiary program communications	.59	Alumni	.88
			Teachers	.86
			Friends	.81
Corporate marketing communications (CMC)	*Primary marketing Communications*	.81	Promotion girl	.80
			Company staff	.70
			Company website	.56
	Secondary marketing communications	.74	Newspapers	.87
			Radio	.80
			Magazines	.77
			Television	.64
	Tertiary marketing communications	.67	Elders	.92
			Friends	.78
			Family	.75
Consumers' attitudes toward corporate image (ATTITUDE)	*Belief* (ATTITUDE 1)	.97	Product advertising	.74
			Long-term establishment	.58
			Sponsorship	.51
			Company's name	.50
			Quality products	.46
			Customers' care	.45
	Feeling (ATTITUDE 2)	.82	Positive feeling toward company	.84
			Product familiarity	.62
			Product recommendations	.56
			Better product quality	.51
			Product satisfaction	.47
			Product likeness	.40

** data from section 5.6.2.*
*** displayed respectively from high to low effectiveness.*
**** data from section 5.6.1.*
Source: developed for this research, based on data analysis in chapter 5

Table 6.2 summarizes seven constructs for societal marketing program identity and their effective items of measurement which are depicted respectively from a high to low effectiveness. As shown, *management behaviour* can be measured by three effective measurement items, management priority being the most contributing item of measurement. Of the four effective items of measurement for *perceived benefits,* benefit to students and free participation were most significant. The construct of *other tangibles* is also measured by four measurement items, the most contributing group being set of lecturers. Like management behaviours, *visual symbolism* can be measured by three effective items. In particular, the program's logo contributed most significantly.

According to program communications, that of primary, secondary and tertiary program communications can again be measured respectively by three, four and three effective measurement items. The company itself contributed most to *primary program communications*. A program's banner was the most contributing indicator to measure *secondary program communications* and regarding *tertiary program communications*, alumni were the most contributing item.

The three constructs of corporate marketing communications and their effective items of measurement are depicted respectively from a high to low effectiveness as shown in table 6.1. Primary, secondary and tertiary marketing communications can be measured respectively by three, four and three effective measurement items. When compared to others, promotional girls contributed the most to *primary marketing communications*. Unlike secondary program communications, newspapers and radio contribute the most to *secondary marketing communications*. For *tertiary marketing communications*, elders were the most contributing item.

Additionally, two constructs for consumers' attitudes toward corporate image and accompanying effective items of measurement are described respectively from a high to low effectiveness as presented in table 6.1. In relation to consumer attitudes toward corporate image, belief and feeling can be measured by six effective measurement items. Product advertising was the most contributing item for the *belief component*. When compared to others, positive feeling towards a company indicated the highest contribution to *feeling component* of customers' attitudes in this study. After addressing the measurement items of each construct within the model, the findings from the structural model will next be discussed.

Conclusions about the structural model. From the structural model presented in section 2.5, seven hypotheses for this research were developed by assuming the relationships between independent and dependent variables. Based on findings from the modified structural model, the following discussions are presented next from H1 to H7 respectively as summarized in table 6.3.

Table: 6.3: A summary support for the hypotheses of this study

No.	Hypothesis	Support
H1	Consumers will have a positive attitude towards a corporation that implements a societal marketing program.	✓
H2	Corporate marketing communications will influence consumers' attitude towards corporate image.	✓
H3	Female consumers will have a more positive attitude towards a firm implementing a societal marketing program than will men.	*X*
H4	Younger consumers will have a more positive attitude towards a firm implementing a societal marketing program than will older respondents.	*X*
H5	Consumers with a lower educational level will tend to have more positive attitudes toward a firm that implements a societal marketing program than will those of higher educational level. *(R)*	✓
H6	Consumers with a higher income will tend to have more positive attitudes towards a firm that implements a societal marketing program than will those of lower income.	*X*
H7	Married consumers will have a more positive attitude towards a firm implementing a societal marketing program than will single ones.	✓

(R) The relationship between higher and lower educational levels had been reversed based on the data analysis.
Source: analysis of field data collected for this thesis

Hypothesis 1: Societal marketing program and attitudes toward the company. A positive relationship between societal marketing program identity (SMPI) and attitudes toward the corporate image (ATTITUDE) was hypothesized as described in table 6.3. The findings from latent variable path analysis in section 5.6.2 indicate that the path coefficient between the latent construct of societal marketing program and attitudes toward corporate image is significant and positive. Therefore, a societal marketing program has a positive influence on respondents' attitudes toward company image in the Thai context. The findings of this research support earlier empirical studies (Davis 1994; Morton 1999; Madrigal 2000; Ross & Patterson 1992; Sen & Bhattacharya 2000; Webb 1999; Web & Mohr 1998) and previous consumer surveys (Business in the community 1997, 1998; Cavill + Co 1997 a, 1997 b; Cone Inc. 2002; Cone/Roper communications 1994, 1999; Jayne 2001).

In addition, seven dimensions taken from the modified structural model, identify effective measurement validity of societal marketing program identity as described in table 6.2. Management behaviour indicated the highest contribution to societal marketing program identity, whereas visual symbolism the least.

Hypothesis 2: Corporate marketing communications and attitudes toward the company. A positive relationship between corporate marketing communications (CMC) and attitudes towards the corporate image (ATTITUDE) was assumed as described in table 6.3. A variety of corporate communications have been found to influence corporate image (Balmer & Stotvig 1997; LeBlanc & Ngugen 1996; Markwick & Fill 1997; van Heerden 1995).

The findings of this research support this hypothesis because the path coefficient between the latent construct of corporate marketing communications and attitudes toward corporate image is significant and positive. Hence, this research finds that corporate marketing communications is salient in Thai consumers' attitudes toward company image. However, it has slightly less influence than societal marketing program identity, which was unexpected from the exploratory studies.

Moreover, three dimensions from the modified structural model indicate effective measurement validity of corporate marketing communications: primary, secondary and tertiary marketing communications. Primary marketing communications contributed the most to corporate marketing communications.

Hypothesis 3: Gender and attitudes toward the company. Women were expected to have a more positive attitude toward corporate image than men as described in table 6.3. Many prior empirical studies and surveys indicate that females show a more favourable attitude toward firms supporting a social cause than males do (Berger, Cunningham & Koziets 1999; Cone Inc. 2000; Kaplan 2002; Ozanne, Humphrey & Smith 1999; Ross, Paterson & Stutts 1992; Webb 1999; Webb & Mohr 1998; Straughan & Roberts 1999). Unlike other previous studies however, the findings from Peppas and Peppas (2000) identify no such influence regarding gender on attitudes.

The findings of this research however, do not support this hypothesis because the path coefficient between the latent construct of gender and attitudes toward corporate image is not significant. Consequently, this research finds that consumers' gender shows no effect concerning Thai respondents' attitudes toward company image.

Hypothesis 4: Age and attitudes toward the company. A positive impact of age on attitudes toward corporate image was hypothesized as described in table 6.3. Consumer's age was shown to have an impact on consumer attitude towards corporate image (Cone Inc. 2000; Cone/Roper communications 1997; Goldberg 1999; Kaplan 2002; Straughan & Roberts 1999). However, the impact of age on corporate image remains controversial. The findings from the US survey showed that teens value companies implementing societal marketing more than adults (Cone Inc. 2000; Cone/Roper communications 1997; Kaplan 2002), whereas older consumers responded more favourably to societal marketing in other studies (Goldberg 1999; Straughan & Roberts 1999).

The findings of this research do not support this hypothesis because the path coefficient between the latent construct of age and attitudes toward corporate image is not significant. Thus, it finds that age, like gender, has no impact on Thai respondents' attitudes toward corporate image. These findings support the empirical study from Peppas and Peppas (2000).

Hypothesis 5: Educational level and attitudes toward the company. A positive influence regarding the educational level of respondents on attitudes toward corporate image was assumed as described in table 6.3. Earlier empirical studies indicated that more highly educated groups responded better to societal marketing (Webb & Mohr 1998; Goldberg 1999). Supporting those findings, this research confirms this hypothesis because the path coefficient between the latent construct of the educational level of respondents and attitudes toward corporate image is significant but inversely so. What this indicates is that customers with a lower educational level have more positive attitudes toward corporate image than do those of higher educational level. Therefore, this research concludes that the educational level of consumers will indeed influence their attitude toward company image but not as predicted.

Hypothesis 6: Income level and attitudes toward the company. A positive impact of the income level of respondents on attitudes toward corporate image was assumed as described in table 6.3. Prior studies identified that higher income groups responded better to societal marketing (Kaplan 2002; McWilliams 2001; Webb & Mohr 1999; Straughan & Roberts 1999).

This research's findings fail to support this hypothesis because the path coefficient between the latent construct of income level and attitudes toward corporate image is not significant. Hence, this research finds that the income level of Thai consumers have no effect on attitude toward company image.

Hypothesis 7: Marital status and attitudes toward the company. Married consumers were expected to have a more positive attitude toward corporate image than single ones do as described in table 6.3. The scarcity of research on this demographic characteristic makes the results inconclusive. The study from Ross and Patterson (1992) shows an impact, whereas Goldberg (1999) found no correlation.

The findings of this research support this particular hypothesis because the path coefficient between the latent construct of marital status and attitudes toward corporate image is significant and positive. Therefore, this research finds that the marital status of consumers will affect their attitudes toward **c**ompany image.

6.2.2 Conclusions about the research problem

Based on the previous section, this section further explores the research findings for understanding the research problem: *how does a societal marketing program influence the attitudes of Thai consumers in relation to corporate image?* Conclusions about the research problem and research issues in section 1.3 are summarized in table 6.4.

Table 6.4: A summary of conclusions about research problem of this research

Research problem (RP) and research issue (RI)	Conclusions	
	Findings	**Contributions**
RP: *How does a societal marketing program influence the attitudes of Thai consumers in relation to company image?*	▪ Societal marketing program identity, corporate marketing communications and two demographic factors (educational level and marital status) indicate positive impacts on customers' attitudes toward corporate image. ▪ Societal marketing program depicts the greatest influence. ▪ A belief component plays a more dominant role than a feeling component in attitude formation regarding corporate image.	▪ Empirically tested effects of societal marketing program, corporate marketing communications and demographic factors utilized for the first time in the Thai context. ▪ Empirically confirmed the most influence of the societal marketing program for the first time in the Thai context. ▪ Empirically confirmed the greater influence of a belief component than a feeling component.
RI 1: *How can the abstract concept of a societal marketing program be operationalized? Or what are the predictor variables to operationalise the Brand's Educational Summer Camp program in the context of Cerebos customers' attitude toward corporate image?*	▪ Societal marketing program positively influences the attitudes of Thai consumers in relation to company image. ▪ Seven predictors indicated as applicable to operationalise the Brand's Educational Summer Camp program.	▪ Applied societal marketing program to positive corporate image formation regarding consumer perspective. ▪ Identified items to operationalise a societal marketing program for educational service.
RI 2: *How can the abstract concept of corporate marketing communications be operationalized? Or what are the predictor variables to operationalise Cerebos marketing communications in the context of Cerebos customers' attitude toward corporate image?*	▪ Corporate marketing communications are relevant in a positive attitude formation of Thai consumers toward corporate image. ▪ Corporate marketing communications can be measured with three predictors in Cerebos marketing communications. ▪ Primary marketing communications illustrate a major role in corporate marketing communications.	▪ Applied corporate marketing communications to positive corporate image formation of consumer attitudes. ▪ Identified items to operationalise corporate marketing program in a consumer-product company. ▪ Indicated the most powerful type of communication impacting to corporate image formation.

Source: synthesized for this research based on literature review conducted in chapter 2 and survey data analysis performed in chapter 5

An important finding of this research is that a societal marketing program and corporate marketing communications can create positive customer attitudes toward corporate image in the research context of Thailand. Societal marketing program illustrates slightly better impact than corporate marketing communications on attitudes toward the company. Educational level and marital status have influence on those attitudes.

Therefore, the findings of this research support the limited past empirical studies (Ross & Patterson 1992; Davis 1994; Web & Mohr 1998; Morton 1999; Webb 1999; Madrigal 2000; Sen & Bhattacharya 2001) and consumer surveys (Business in the community 1997, 1998; Cavill + Co 1997 a, 1997 b; Cone Inc. 2000; Cone/Roper communications 1994, 1999; Jayne 2001; Kaplan 2002). Such findings indicate that consumers in various countries showed overwhelming support for societal marketing and have a positive image of a company which supports a cause that they care about. Nevertheless, most of those prior empirical studies, except Webb's study (1999) used a convenience sampling method so that their results cannot be generalized, unlike the results from this research which used a probability-sampling method. Thus, a higher degree of external validity was achieved in this research.

Additionally, data analysis for empirically addressing the research problem provided insights into the multidimensional aspects of a societal marketing program as described in table 6.2. This finding supports earlier studies (Balmer & Stotvig 1997; LeBlanc & Ngugen 1996; Van Heerden & Puth 1995) and corporate image/corporate identity management models (Balmer & Gray 2000; Stuart 1999; Van Riel & Balmer 1997).

Another finding related to the research problem can be noted. That is corporate-marketing communications influence on positive corporate-image formation. This study supports prior studies (Balmer & Stotvig 1997; LeBlanc & Ngugen 1996; Markwick & Fill 1997; van Heerden 1995). Since this research applied a probability sampling method, most of those previous studies used non-probability sampling (Balmer & Stotvig 1997; Markwick & Fill 1997; van Heerden 1995) and therefore their results cannot be generalized.

Moreover, data analysis for empirically addressing the research problem provided insights into the multidimensional aspects of corporate marketing communications as described in table 6.2. Primary, secondary and tertiary marketing communications with their effective items of measurement were identified from this research. The findings indicate that primary communications play a major role in corporate communications. These findings are in contrast to a past study in four service industries from Clow et al. (1997) which indicated that word-of-mouth or tertiary communications play the most effective role in creating positive image whereas advertising or secondary communications, show no significant impact on corporate image.

Regarding demographic effects on attitudes toward corporate image, the findings from this research support only two of the five demographic characteristics, educational level and marital status of customers. These findings differ from some earlier demographic studies which indicated influences of gender (Berger, Cunningham & Koziets 1999; Cone Inc. 2000; Kaplan 2002; Ozanne, Humphrey & Smith 1999; Ross & Paterson 1992; Webb 1999; Webb & Mohr 1998; Straughan & Roberts 1999), age (Cone Inc. 2000; Cone/Roper communications 1997; Kaplan 2002) and income level (Kaplan 2002; McWilliams 2001; Webb & Mohr 1999; Robert & Bacon 1997; Zimmer, Stafford & Stafford 1994) on consumers' attitudes toward corporate image. However, these research's findings are supported by others (Peppas & Peppas 2000; Straughan & Roberts 1999).

In contrast to the proposed influence in the fifth hypothesis, the finding of educational level effect in this research depicts that consumers with *lower* educational levels have more positive attitudes toward corporate image than do those of *higher* educational levels. This indeed differs from prior research which identified that more highly educated groups responded better to societal marketing (Goldberg 1999; Webb & Mohr 1998; Straughan & Roberts 1999;

Zimmer, Stafford & Stafford 1994). Regarding prior studies from Ross and Patterson (1992) and Webb (1999), research indicates that the personal relevance of a cause has most influence in determining consumer's response to societal marketing programs. The lower educational group in this research might well identify the Brand's Educational Summer Camp program as a cause which they care about, more relevance to them than those of a more highly educated level. Hence, they indicate a more significant response to the program.

The finding regarding marital status effect implies that married consumers have a more positive attitude towards corporate image than people of single status do. This again differs from the previous study purported by Goldberg (1999) but is supported by the earlier study from Ross and Patterson (1992).

In summary, this research empirically tested the relationships between societal marketing program, corporate marketing communications, demographic factors and consumers' attitudes toward corporate image for the first time in the Thai context. It disclosed that these three variables have positive impacts on Thai consumers' attitudes toward corporate image. The implications of these research findings are discussed in the following section.

6.3 Implications of research findings

In this section, the findings of this research are presented in terms of their implications as described in table 6.5. Firstly, the theoretical implications of research findings are discussed in section 6.3.1. Next, the practical contributions of this research are then identified in section 6.3.2.

Table 6.5: A summary of implications of this research for both theory and practice

Implications	
For theory	**For practice**
▪ Develop model of societal marketing influences on attitudes toward corporate image for the Thai context.	▪ Cultivating good corporate image must be a priority for corporate marketers to differentiate their companies from the competition.
▪ Provide support for the roles of belief and feeling components in attitude formation.	▪ Inoculate their customers against the impact of negative news (corporate crises) about the organization by using societal marketing.
▪ Theory testing and generalization from data collection using a three-step incentive offer to achieve higher response rates.	▪ Selection of a cause in societal marketing for target consumers is crucial.
▪ Provide support for the use of a multidisciplinary approach to investigate attitude toward corporate image.	▪ The policy makers can use this research to motivate other enterprises for applying societal marketing.
▪ Apply SEM for data analysis in this research area.	▪ As one of key success factors to implement societal marketing, the compatibility between firm's core business and the NPO's mission should be considered.
▪ Components of societal marketing program identity in service are incorporated into a corporate image management model.	▪ The effective items of measurement from this research can be applied for other societal marketing programs in education.
▪ Items to operationalise societal marketing program for the Thai context are identified.	▪ The effective items of measurement from this research can be applied for consumer goods industry.
▪ Corporate marketing communications are embedded in a corporate image management model.	▪ Marketers must focus on primary program communications such as company seminars and company magazines rather than other communications' strategies such as advertising.
▪ Items to operationalise corporate marketing communications for the Thai context are identified.	▪ Regarding corporate image formation, marketers should be concerned with belief building more than feeling creation.
▪ Provide support that primary communication play a major role in corporate communications	

Source: synthesized for this research based on literature review conducted in chapter 2 and survey data analysis performed in chapter 5

6.3.1 Theoretical implications

The major gaps and weaknesses indicated in the field of societal marketing impact on consumers' attitudes in relation to corporate image adopted in the literature review stage of this research were summarized in chapter 2 as:

- a lack of empirical research on the impact of societal marketing on customer attitudes toward corporate image in the Thai context and
- a lack of studies conducted on demographic influences on corporate image.

This study, which is the first study of its kind on the impact of societal marketing on customer attitudes toward corporate image in the Thai context, has implications for theory and research due to more comprehensive data collection and more sophisticated data analysis techniques applied in this study. These two possible implications are summarized in table 6.5 and discussed next.

Societal marketing studies. A major gap in the extant body of knowledge regarding societal marketing's impact on attitudes in relation to corporate image was extremely limited research particularly in Thailand. Most of the explanatory models or theories lacked the empirical testing necessary to support them (Crane & Desmond 2002; Maignan & Ferrell 2001). This research has attempted to fill this gap. Notably, the findings of this research empirically support the theory that societal marketing has a positive effect on Thai consumers' attitudes toward corporate image. These findings empirically uphold past consumer surveys conducted throughout various countries (Business in the community 1997, 1998; Blum 2001; Cone Inc. 2000, 2002: Cone/Roper communications 1994, 1999; Cavill + Co 1997 a, 1997 b; Jayne 2001).

Moreover, corporate marketing communications, educational level and marital status also show influence consumers' attitudes toward corporate image. Since cognitive and affective mediations were traditionally viewed as rivals in attitude formation (Eagly & Chaiken 1993; Fishbein & Ajzen 1975; Gorn 1982; Middlestadt 1990), the findings of the research indicate that a belief component illustrates a slightly stronger role than a feeling component. This empirical finding supports prior results from Kempf (1999) but is in contrast to some past studies (Kim, Lim & Bhargava 1998; Simons & Carey 1998). Some scholars however argue that both feeling and belief information still serve as important determinants of attitudes (Haddock & Zanna 1993; Kim, Lim & Bhargava 1998) as does this research (section 5.6.2).

Furthermore, the structural model, presented in figure 6.2, can be used as a useful conceptual framework for further theoretical advancement in the area of societal marketing and corporate image. This model does indeed support earlier scholars (Balmer & Gray 2000; Stuart 1999; Cornelissen 2000). Multi-item measures in the measurement model, presented in section 5.6.1, were identified to operationalise the latent constructs of societal marketing program identity, corporate marketing communications, demographic factors and attitudes toward corporate image.

Data collection and analysis procedures. This research has used both qualitative and quantitative methodologies and has combined their strengths. Firstly, the research applied a multi-disciplinary approach by incorporating literature and research from a number of different related areas and applying them to the Thai context of societal marketing impact on corporate image. Secondly, the literature review was verified by using in-depth interviews and then focus groups to both identify any additional factors and to examine the perceived strength of identified factors in the Thai context. Thirdly, the research studied customers from the 2001 Cerebos database and used a probability sampling method on them, unlike most prior studies in this area which used non-probability sampling methods on less realistic student groups (Davis 1994; Madrigal 2000; Sen & Bhattacharya 2001; Van Heerden & Puth 1995). Fourthly, the use of incentives for the mail survey which included a copy of the nutrition guideline book, entry in a gold-chain lucky draw and a donation to the Pediatric Cancer fund, achieved a response rate over 38 percent (1,153 valid returned questionnaires). This produced a significantly higher response rate than normally suggested in social research, with no additional follow up necessary (section 5.2).

Finally, a structural equation methodology was used to develop and test the proposed model of societal marketing influences. This technique had not been used previously in this area of research in Thailand.

In brief, this research is of theoretical significance and contributes to the body of knowledge of societal marketing studies in consumers' attitudes regarding corporate image formation. Additionally, it has implications for marketing research methodology such as research design, survey method and data analysis using structural equation modeling.

6.3.2 Managerial implications

Besides the theoretical implications addressed above, this research also contributes toward management practice. Three groups of stakeholders concerning societal marketing can benefit from knowledge obtained within these findings: corporate marketers responsible for strategic marketing approach, policy makers responsible for promoting good corporate citizens and finally non-profit-organization management searching for private partnership. Each of these three issues is discussed in turn.

Corporate marketers. The first managerial implication of this research is for corporate marketers. Due to the previous lack of empirical confirmation in societal marketing theory, previous marketers in Thailand continued to favour other marketing approaches when wanting to create a positive image for their corporation among consumers. If so, these findings will encourage support for the implementation of societal marketing programs for customers in order to gain positive attitudes toward corporate image.

The implementation of societal marketing is considered to create competitive advantages for a company (Andreasen 1996; Cone, Feldman & DaSilva 2003; Grönroos 2000; Meyer 1999; Porter & Kramer 2002; Pringle & Thompson 1999). These positive attitudes will lead to attracting the consumer to patronize company products or services, instead of their competitors, as indicated in recent prior studies (Barone, Miyazaki & Taylor 2000; Bennett & Gabriel 2000; Brown & Dacin 1997; Ellen, Mohr & Webb 2000; Sen & Bhattacharya 2001; Goldberg 1999) and past consumer surveys (Business in the community 1997, 1998; Cone Inc. 2000, 2001, 2002; Cone/Roper communications 1994, 1999; Cavill + Co 1997 a, 1997 b; Jayne 2001). Particularly in services, corporate image has impacted on consumer expectations and purchase intentions (Clow et al. 1997; Grönroos 2000; Kurtz & Clow 1991; Mazursky & Jacob 1986). Good consumers' attitudes toward corporate image can significantly affect a brand's strength and equity (Hoeffler & Keller 2002). It furthermore has an effect on consumer's preference for new products introduced by a company (Brown & Dacin 1997; Madrigal 2000), as consumers do take perceptions of ethical or unethical activities by a corporation into account when committing to a purchase (Cryer & Ross 1997).

Thus, these research findings suggest that cultivating good corporate image by implementing societal marketing must be a priority for corporate marketers in Thailand to differentiate themselves from competition.

In addition to this, corporate societal advertising might be able to prevent erosion of any existing positive attitudes toward sponsoring organizations (Burgoon, Pfau & Brik 1995; Easley, Bearden & Teel 1995) if a corporate crisis occurs as consumers' initial attitudes, were found to be the most potent predictor of final attitudes toward an organization (Pashupati, Arpan & Nikolaev 2002). Furthermore, negative exposure, regarding corporate social responsibility, has a more profound and memorable impact on company evaluation by a possible consumer, than positive information has (Sen & Bhattacharya 2001). To gain positive attitudes toward company image through the implementation of societal marketing then, is to inoculate customers from a negative news story in the future. Additionally, types of corporate communications from this research can be applied for other companies implementing similar programs.

Another crucial implication for corporate marketers is that of the selection of a 'cause', in societal marketing, for target consumers. The findings of this research showed that only two groups of respondents in particular, ‘lower education’ and ‘marriage groups’ who expressed concern respectively for improving existing education and their children future education, and who have gained direct or indirect benefits from the Brand’s Educational Summer Camp program, indicated a significantly more positive attitude toward Cerebos. Prior studies depicted that the personal relevance of a cause has the most influence in determining consumer’s response to societal marketing offers (Ross & Patterson 1992; Webb 1999). Therefore, marketers who want to implement societal marketing must ensure the selection of a cause that their target consumers will really care about.

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

Additionally, regarding attitude towards corporate image, the results of this research indicate that the belief component has a more dominant role in attitude formation than the feeling component as supported by previous results from Kempf (1999). Therefore, marketers who want to create a positive corporate image must focus on belief building more than feeling creation.

In brief, this research supports corporate marketers implementing societal marketing to create competitive corporate competitive advantages and to inoculate their customers against the impact of negative news (corporate crises) about their own organizations. Additionally, it indicates the importance of cause selection for specific target groups of societal marketing. It also depicts the important role of primary communications in the overall communication strategy. Finally, it implies that marketers have to focus on belief building in corporate image formation.

Policy makers. Besides corporate marketers, the findings of this research also have implications for government policy makers especially business development departments. As such, the policy makers for the department of the Ministry of Commerce, responsible for promoting both private and government business enterprises, should encourage corporations in Thailand to behave as good corporate citizens by implementing societal marketing. In being a good corporate citizen, a company also demonstrates good governance. These will benefit not only Thai communities, but the government as well.

As suggested by several scholars (Brown & Dacin 1997; Marsden 2000; Key & Popkin 1998; Kotler 2000; Porter & Kramer 2002; Vidaver-Cohen & Altman 2000; Simon 1995; Sue 1999), societal marketing can be used to build company sustainability by making a positive impact on the community while resulting in benefits for that corporation in turn. Findings from this research add credence to the value and utility of this concept. Therefore, policy makers can use this research to encourage other enterprises use of societal marketing programs to both benefit key stakeholder interests and to investigate, the application of societal marketing within different industries such as service sectors.

Non-profit-organization management. Like a policy-maker group, the findings of this research also have implications for management of non-profit-organization (NPO). Organizations in the twenty-first century, particularly large international companies, are increasingly showing concern about managing societal issues in marketing, to benefit key stakeholder interests (Cone, Feldman & DaSilva 2003; Marsden 2000; McAlister & Ferrell 2002). It is expected that all three sectors, business, government and the civil sector will come to appreciate the value of collaborations for successful problem solving within communities (Vidaver-Cohen & Altman 2000). The findings from this research indicate that most respondents generally depicted positive attitudes toward the company implementing a free educational program. Thus, NPO’s management, particularly in Thailand, can use these results to encourage private companies in similar industries such as Cerebos- that is the consumer goods industry- to form an alliance for the promotion of their social activities. Moreover, the effective items of measurement from this research can be applied to other societal marketing programs.

Additionally, consumer's personal relevance and the compatibility between a firm's core business and the NPO's mission indicate a significant relationship (Lafferty 1999; Webb 1999). Prior attitudes toward the cause make a difference in perceptions of the alliance as well as attitudes toward the brand as a consequence of that alliance (Lafferty 1999). Management of NPO should, therefore, consider their compatibility with on organization's mission and company's core business. Like this research, Cerebos's core business is a health food supplement, suitable for students during examination periods, particularly national entrance examinations. Hence, the compatibility between Cerebos and the university is appropriate as indicated by the positive results of this research.

In summary, following the consideration of their compatibility, this research supports NPO's management to approach firms to form an alliance for promoting their social activities. The effective items of measurement from this research can be applied.

6.4 Limitations and future research

Having discussed the theoretical and the practical implications, the limitations of this research and the opportunities for future studies are now addressed. Each of these two issues is described in this section.

6.4.1 Limitations of this research

Although the researcher attempted to ensure the findings of this research are both reliable and valid, some minor limitations exist. Firstly, the research addresses contemporary issues in Thailand for which a scarcity precedent has been set and limited literature appears available. The scales used in the measurement of societal marketing program identity, corporate marketing communications and attitudes toward corporate image in this research were largely adjusted from corporate image/ identity theory and societal marketing theory. The ability of these scales to reflect the complexities and dynamics of societal marketing's impact on attitudes toward corporate image have not been interrogated enough.

Secondly, regarding the impossibility of finding the total Cerebos customer name list, the sampling frame used in this study was Cerebos' 2001 customer databases represent approximately 2 percent of total customers. Therefore, results can be generalized only for customers within that database, but not for the rest of all customers. Additionally, it can not be generalized across other industries.

Thirdly, it is noted that the survey instrument measured attitudes toward corporate image at a particular point in time. It is a risk to suggest that this model will predict the actual stage of consumers' attitude toward corporate image since corporate image is both dynamic and complex (LeBlanc & Nguyen 1996) and is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about an object, existing in the mind of that person (van Rekom 1997). The possibility of respondents' bias of the results might occur because it is possible that respondents with experiences of the Brands' Educational Summer Camp program may be more likely to respond to the survey than respondents with little or no exposure to the program.

Fourthly, it should be noted that the factor of familiarity or contact with the Brands' Educational Summer Camp program was not considered in this study. Therefore, it might have had an impact on customers' attitudes toward the company and response rate.

Fifthly, it should be noted that the original questionnaire was conducted in Thai. The questions used have been translated from the original and back again to ensure that they approach the intended meaning as closely as possible. However, some subtleties will always remain difficult to translate.

Sixthly, the effects of using a customer based sampling frame and using a donation as an incentive offer may have had some impact on results.

Seventhly, due to the problem of missing data, items indicating employee's behaviour were excluded for data analysis. The findings from this research are therefore unable to identify the influence of employee's behaviour on customers' attitudes toward the company, although employees were proven to have a pivotal role in corporate image formation (Balmer 1995; Dowling 1986, 1993; Gotsi & Wilson 2001; Kennedy 1977).

Finally, favourable results in any modeling are relative and not absolute (Hair et al. 1998). The modified model chosen by using overall goodness-of-fit measures does not imply that it represents a valid reflection of reality. What can be expected from overall goodness-of-fit measures is that the model indicates a good representation of relations between factors. The existence of an incorrect specification is possible in reality (Bagozzi & Baumgartmer 1994). Additionally, while the model represents causality, structural equation modeling used for cross-sectional data cannot on its own, establish causality (Hoyle & Panter 1995). Model adequacy in this research is based upon multiple criteria that take account of theoretical, statistical and practical considerations (Diamantopoulos & Siguaw 2000). Therefore, the results of this research are relative but not absolute.

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

6.4.2 Future research opportunities

The research conducted in this thesis has provided opportunities for future research. Firstly, as it is the *first empirical study* of societal marketing impact on attitudes toward corporate image in Thailand, it has produced findings that can now be further explored. The research depicted that the extant literature was relatively limited to empirically describe the impact of societal marketing on consumers' attitudes toward corporate image in the Thai context. The future could investigate the following issues.

In relation to the measurement scales, further exploration of the scales for measuring societal marketing program identity, corporate marketing communications and attitudes toward corporate image could be undertaken. Additionally, effective items of measurement for each construct should be tested for different programs and industries for further consolidation and validity.

In addition to improve response rate for mail surveys, this research used a three step incentive offer and thus achieved a good response rate. Future research could explore the applicability and effectiveness of these offers in different industries.

The data analysis in this research used structural equation modeling which incorporated interactive effects between variables. Future research could investigate the use of more complex models utilizing this type of statistical analysis.

Regarding the relationship between societal marketing program, corporate marketing communications and attitudes toward corporate image, the model needs to be tested for customers who are not listed within the Cerebos 2001 database to reconfirm their relationship within the model itself. Moreover, future research will need to consider conducting investigations among other stakeholders such as employees, shareholders and government. Do those groups respond differently from this research? The future studies in different societal marketing programs show another interesting aspect to test the structural model.

In addition to the factor of familiarity of the societal marketing program, further data analysis between respondent groups of high and low familiarity could be conducted to identify whether it impacts on customers' attitudes toward the company.

In relation to employee's role in corporate image formation, future research could investigate the influence of employee's behaviour on consumers' attitudes toward corporate image.

In terms of demographic influences, some demographic factors such as gender, age, income level, educational level, marital status and culture should be examined for their impact on consumers' attitudes toward corporate image in different societal marketing programs. Do such demographic factors indeed impact on attitudes?

Secondly, since attitudes guide behaviour under some circumstances (Fazio 1990; Fazio & Zanna 1981), the results from Cryer and Ross (1997) indicate that when purchasing, consumers do take perceptions of corporate ethical or unethical activities into account. Thus, the future investigation of how attitudes toward corporate image impact on purchase intention and customer loyalty could be made. Such research could examine the inoculative effect of a corporate image after corporate crisis in relation to product evaluations and purchase intention.

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

6.5 Conclusions

This research has provided an understanding of the impact of societal marketing on corporate image. Based on the analysis of the extant literature and exploratory studies, a model of societal marketing impact on consumers' attitudes toward corporate image was developed and tested. It is the first empirical study of societal marketing in Thailand of its kind and serves as the foundation for future research.

This study makes the following contributions which have for the first time been used within this field of research:

- investigated societal marketing impact on corporate image in the Thai context using a primary data source;

- surveyed Thai consumers' attitudes about societal marketing influences regarding corporate image;
- incorporated aspects of societal marketing and corporate image in the research model;
- applied a two-stage methodology, concerning qualitative and quantitative analyses;
- used content analysis for qualitative data;
- utilized structural equation modeling (LISREL) to analyze quantitative data;
- investigated societal marketing program identity in Thai educational service; and
- applied the concept of 'total design method' (Dillman 1978) to maximize the response rate in the mail survey for a study of societal marketing.

In summary, this thesis has established, from its empirical findings, that societal marketing indeed creates a positive attitude on Thai consumers toward a company implementing particular program which they care about. Additionally, specific demographic factors, educational level and marital status, depict their influence on those attitudes in relation to corporate image.

References

Abratt, R. 1989, 'A new approach to the corporate image management process', *Journal of Marketing Management*, vol. 5, no. 1, pp. 63-76.

Abratt, R. & Mofokeng, T. N. 2001, 'Development and management of corporate image in South Africa', *European Journal of Marketing*, vol. 35, no. 3/4, pp. 368-386.

Ajzen, I. & Fishbein, M. 1980, *Understanding Attitudes and Predicting Social Behavior*, Englewood-Cliffs, NEW JERSEY, Prentice-Hall.

Amstrong, J. S. & Overton, T. S. 1977, 'Estimating nonresponse bias in mail surveys', *Journal of Marketing Research*, vol. 14, pp. 396-402.

Andreasen, A. R. 1995, *Marketing social change: changing behavior to promote health, social development and the environment*, Jossey-Bass Publishers, San Francisco.

Andreasen, A. R. 1996, 'Profits for non-profits: find a corporate partner', *Harvard Business Review*, November-December, pp. 47-59.

Andreassen, T. W. & Lindestad, B. 1998, 'Customer loyalty and complex services: The impact of corporate image on quality, customer satisfaction and loyalty for customers with varying degree of service expertise', *International Journal of Service Industry Management*, vol. 9, no. 1, pp. 7-23.

Arnott, N. 1994, 'Marketing with a passion', *Journal of Sales & Marketing Management*, vol. 146, pp. 64-8.

Assael, H. 1981, *Consumer Behavior and Marketing Action*, Third edition, PWS-Kent Publishing Company, Boston, MA.

Atkinson, R. L., Atkinson, R. C., Smith, E. E., Bem, D. J. & Hilgard, E. R. (eds) 1990, *Introduction to Psychology*, Tenth edition, Harcourt Brace Jovanovich, Orlando, p. 702.

Bagozzi, P. R. 1980, *Causal Models in Marketing*, Wiley, New York.

Bagozzi, P. R. & Baumgartmer, H. 1994, 'The evaluation of structural equation models and hypothesis testing', in *Principles of Marketing Research*, ed P. R. Bagozzi, Blackwell, Oxford, pp. 386-423.

Bagozzi, R. P. & Yi, Y. 1988, 'On the evaluation of structural equation models in experimental designs', *Journal of the Academy of Marketing Science*, vol. 16, pp. 74-94.

Balabanis, G., Hugh, C. P. & Lyall, J. 1998, 'Corporate social responsibility and economic performance in the top British companies: are they linkes?', *European Business Review*, vol. 98, no. 1, pp. 25-44.

Balmer, J. M. T. 1995, ‘ Corporate branding and connoisseurship’, Journal of General Management, vol. 21, no. 1, Autumn, pp. 24-42.

Balmer, J. M. T. 2001, ‘Corporate identity, corporate branding and corporate marketing-Seeing through the fog’, *European Journal of Marketing*, vol. 35, no. 3/4, pp. 248-291.

Balmer, J. M. T. & Gray, E. R. 2000, ‘Corporate identity and corporate communications: create a competitive advantage’, *Industrial & Commercial Training*, vol. 32, no. 7, pp. 256-262.

Balmer, J. M. T. & Stotvig, S. 1997, ‘Corporate identity and private banking: A review and case study’, *International Journal of Bank marketing*, vol. 15, no. 5, pp. 169-184.

Barich, H. & Kotler, P. 1991, ‘A framework for marketing image management’, *Sloan Management Review*, vol. 32, no. 4, pp. 9 4-104.

Barone, M. J., Miyazaki, A. D. & Taylor, K. A. 2000, ‘The influence of cause-related marketing on consumer choice: Does one good turn deserve another?’, *Journal of the Academy of Marketing Science*, vol. 28, no. 2, pp. 248-262.

Bednall, S. & Kanuk, W. 1997, *Consumer Behavior*, Pretice-Hall Australia, Sydney.

Benezra, K. 1996, ‘Cause and effects marketing’, *Brandweek*, vol. 37, pp. 38-40.

Bennett, R. 1998, ‘Corporate philanthropy in France, Germany and the UK: International comparisons of commercial orientation towards company giving in European nations’, *International Marketing Review*, vol. 15 no. 6, pp. 458-475.

Bennett, R. & Gabriel, H. 2000, ‘Charity affiliation as a determinant of product purchase decisions’, *Journal of Product and Brand Management*, vol. 9, no. 4, pp. 255-270.

Bentler, P. M. 1995, *Structural Equations Program Manual*, Encino, CA, Multivariate Software, Inc.

Berger, I. E., Cunningham, P. H. & Koziets, R. V. 1999, ‘Consumer persuasion through cause-related advertising’, *Advances in Consumer Research*, vol. 26, pp. 491-497.

Black, T. R. 1999, *Doing Quantitative Research in the Social Sciences: An Integrated Approach to Research Design, Measurement and Statistics.* London: Sage.

Blum, D. E. 2001, ‘After the attacks: consumers choose products based on corporate philanthropy, studies find’, *Chronicle of Philanthropy*, vol. 14, no. 4, p. 24.

Bollen, K. A. & Long, J. S. 1993, *Testing Structural Equation Models*, Sage, California.

Boomsma, A. 1987, 'The robustness of maximum likelihood estimation in structural equation models', in *Structural modeling by example*, eds P. Cuttance & R. Ecob, Cambridge University Press, pp. 160-88.

Boyle, E. 1996, 'An experiment in changing corporate image in the financial services industry in the UK', *Journal of Service Marketing,* vol. 10, no. 4, pp. 56-69.

Breckler, S. J. 1984, 'Empirical validation of affect, behavioural and cognition as distinct components of attitudes', *Journal of Personality and Social Psychology*, vol. 47, pp. 1191-1205.

Brennan, M. 1992, 'Techniques for improving mail survey response rates', *Marketing Bulletin*, vol. 3, pp. 24-37.

Brennan, M., Seymour, P. & Gendall, P. 1993, 'The effectiveness of monetary incentives in mail surveys: further data', *Marketing Bulletin*, vol. 4, May, pp. 43-51.

Bromley, D. B. 2001, 'Relationships between personal and corporate reputation', *European Journal of Marketing*, vol. 35, no. 3 / 4, pp. 316-334.

Bronn, P. S. & Vrioni, A. B. 2001, 'Measuring Norwegians' skepticism to cause related marketing', *European Marketing Association Conference*, Bergen, May 2001.

Brown, T. J. & Dacin, P. A. 1997, 'The company and the product: corporate associations and consumer product responses', *Journal of Marketing*, vol. 61, pp. 68-84.

Browne, M. W. & Cudeck, R. 1993, 'Alternative ways of assessing model fit', in *Testing Structural Equation Models*, eds K. A. Bollen & J. S. Long, Sage, California, pp. 136-162.

Burgoon, M., Pfau, M. & Brik, T. S. 1995, 'An inoculation theory explanation for effects of corporate issue / advocacy advertising campaigns', *Communication Research*, vol. 22, no. 4, pp. 485-505.

Business in the Community 1997, 'The Winning Game consumer research', [Online], Available: http://www.marketing.haynet.com/features/causere/research.html, [Accessed 8 June 2001].

Business in the Community 1998, 'The Game Plan in-depth consumer research', [Online], Available: http://www.marketing.haynet.com/features/causere/research.html, [Accessed 8 June 2001].

Cacioppo, J. T., Harkins, S. G. & Petty, R. E. 1981, 'Attitude, cognitive response and behavior', in *Cognitive Responses in Persuasion*, eds R. E. Petty, T. M. Ostrom & T. C. Brock, Hillsdale, New Jersey, pp. 31-77.

Carey, M. A. 1994, 'The group effect in focus groups: planning, implementing and interpreting focus group research', in *Critical Issues in Qualitative Research Methods*, ed J. Morse, pp. 225-241, Thousand Oaks C.A. Sage.

Caruana, A. 1997, 'Corporate reputation: concept and measurement', *Journal of Product and Brand Management*, vol. 6, no. 2, pp. 109-18.

Caudron, S. 1994, 'Fight crime, sell products', *Industry Week*, November 7, pp. 49-52.

Cavill + Co 1997 a, ' The UK Experience', [Online], Available: http://www.cavill.com.au/CRM/UK.html, [Accessed 8 June 2001].

Cavill + Co 1997 b, 'Cause Related Marketing in Australia- The New Bottom Line', [Online], Available: http://www.cavill.com.au/Australia/New BottomLine/Origin.html, [Accessed 8 June 2001].

Christensen, L. T. & Askegaard, S. 2001, 'Corporate identity and corporate image revisited- A semiotic perspective', *European Journal of Marketing*, vol. 35, no. 3/4, pp. 292-315.

Churchill, G. 1979, 'A paradigm for developing better measures of marketing constructs', *Journal of Marketing Research*, vol. 16, February, pp. 64-73.

Churchill, G. A. Jr. & Iacobucci, D. 2002, *Marketing Research: Methodological foundations*, South-Western, Ohio.

Clow, K. E., Kurtz, D. L., Ozment, J. & Soo Ong, B. 1997, 'The antecedents of consumer expectations of services: an empirical study across four industries', *Journal of Services Marketing*, vol. 11, no. 4, pp. 230-248.

Cohen, R. 1963, 'The measurement of corporate images', in *The Corporation and Its Publics*, ed J. W. Riley, John Wiley & Sons, New York, pp. 48-63.

Cone, L. C., Feldman, M. A. & DaSilva, A. 2003, 'Causes and effects', *Harvard Business Review*, July, pp. 95-101.

Cone, C. 1999, 'So what's your cause?', *Discount Store News*, 04/19/99, vol. 38, no. 8, p.17.

Cone/Roper Communications Press Release 1994, January 1

Cone/Roper Communications Press Release 1997, January 1

Cone/Roper Communications Press Release 1999, January 1

Cone, Inc. 2000, 'Cashing in on teen spirit: companies that support causes win teen loyalty and dollars', [Online], Available: http://www.coneinc.com/website/teen2000.html, [Accessed 4 May 2001].

Cone, Inc. 2001, 'Post-September 11 th: major shift in american attitudes towards companies involve with social issues', [Online], Available: http://www.coneinc.com/Pages/pr_8.html, [Accessed 30 June 2003].

Cone, Inc. 2002, '2002 Cone corporate citizen study, [Online], Available: http://www.coneinc.com/pages/pr_13.html, [Accessed 30 June 2003].

Cooper, D. R. & Emory, C. W. 1995, *Business Research Methods*, Fifth edition, Irwin, United States of America.

Cooper, D. R. & Schindler, P.S. 2001, *Business Research Methods*, Seventh edition, McGraw Hill, Singapore.

Cornelissen, J. 2000, 'Corporate image: an audience centred model', *Corporate Communications: An International Journal*, vol. 5, no. 2, pp. 119-125.

Cramer, J. 1991, 'The selling of the green', *Time*s, 9/16/91, vol. 138, no. 11, pp. 48.

Crane, A. & Desmond, J. 2002, 'Societal marketing and morality', *European Journal of Marketing*, vol. 36, no. 5/6, pp. 548-69.

Creyer, E. H. & Ross, W. T. Jr. 1997, 'The influence of firm behavior on purchase intention: do consumers really care about business ethics?, *Journal of Consumer Marketing*, vol. 14, no. 6, pp. 421-432.

Curran, P., West, S. G. & Finch, J. F. 1996, 'The Robustness of Test Statistics to Nonnormality and Specification Error in Confirmatory Factor Analysis', *Psychological Methods*, vol. 1 no. 1, pp. 26-29.

Czaja, R. 1998, 'Questionnaire pretesting comes of ages', *Marketing Bulletin*, vol.9, pp. 52-66.

Czaja, R. & Blair, J. 1996, *Survey Questions: A guide to decisions and procedures*, Pine Forge, California.

Darby, I. 1999, 'P & G unveils plan to link products to good causes', *Marketing*, 08/19/99, p.1.

Davis, J. J. 1994, 'Consumer response to corporate environment advertising', *Journal of Consumer Marketing*, vol. 11, no. 2, pp. 25-37.

Davis, D. & Cosenza, R. M. 1993, *Business Research for Decision Making*, Wadsworth, Belmont, California.

Day, G. S. 1994, 'The capabilities of market-driven organizations', *Journal of Marketing*, October, vol. 58, pp. 37-52.

Diamantopoulos, A. & Siguaw, A. S. 2000, *Introducing LISREL: A guide for the uninitiated*, Sage, Thousand Oaks.

Dillman, D. A. 1978, *Mail and Telephone Surveys – The Total Design Method*, John Wiley and Sons, New York.

Dowling, G. R. 1986, 'Managing your corporate images', *Industrial Marketing Management*, vol. 15, no. 2, pp. 109-15.

Dowling, G. R. 1988, 'Measuring corporate images: a review of alternative approaches', *Journal of Business Research*, vol. 17, pp. 27-34.

Dowling, G. R. 1993, 'Developing your corporate image into a corporate asset', *Long Range Planning*, vol. 26, no. 2, pp. 101-9.

Drumwright, M. D. 1994, 'Socially responsible organizational buying: environmental concern as noneconomic buying criteria', *Journal of Marketing*, vol. 58, pp. 1-19.

Drumwright, M.D. 1996, 'Company advertising with a social dimension: the role of noneconomic criteria', *Journal of Marketing*, vol. 60, pp. 71-87.

Dutton, J. E., Dukerich, J. M. & Harquail, C. V. 1994, 'Organization images and member identification', *Administration Science Quarterly*, no. 39, pp. 239-63.

Eagly, A. H., & Chaiken, S. 1993, *The Psychology of Attitudes*, Fort Worth, Harcourt Jovanovich, TX.

Easley, R. W., Bearden, W. O. & Teel, J. E. 1995, 'Testing predictions derived from inoculation theory and the effectiveness of self-disclosure communications strategies', *Journal of Business Research*, vol. 34, pp. 93-105.

Ebenkamp, B. & Stark, M. 1999, 'Brand aid: cause effective', *Brandweek*, 02/22/99, vol. 40, no. 8, pp. 20-22.

Edmunds, H. 2001, *The Focus Group Research Handbook*, NCT Business Books, Illinois.

Ellen, P. S., Mohr, L. A. & Webb, D. J. 2000, 'Charitable programs and the retailer: Do they mix?', *Journal of Retailing*, Fall, vol. 76, no. 3, pp. 393-407.

Embley, L.L. 1993, *Doing Well While Doing Good*, Prentice-Hall, Englewood Cliffs, New Jersey.

Fazio, R. H. 1990, 'Multiple processes by which attitudes guide behaviour: the MODE model as an integrative framework', in *Advances in Experimental Social Psychology*, ed M. P. Zanna, vol. 23, Academic Press, San Diego, pp. 75-109.

Fazio, R. H. & Zanna M. P. 1981, 'Direct experience and attitude-behavior consistency', in *Advances in Experimental Social Psychology*, ed L. Berkowitz, vol. 14, Academic Press, New York, pp. 161-202.

Fellman, M. W. 1999, 'Cause marketing takes a strategic turn', *Marketing News*, 04/26/99, vol. 33, no. 9, p.4.

Fishbein, M. & Ajzen, I. 1975, *Belief, Attitude, Intention and Behavior: an introduction to theory and research*, Addison-Wesley, Reading, MA.

Fombrun, C. 1996, *Reputation: realizing value from the corporate image*, Harvard Business School press, Boston, Massachusetts.

Fombrun, C. & Shanley, M. 1990, 'What's in a name? Reputation building and corporate strategy', *Academy of Management Journal*, vol. 33, no. 2, pp. 233-58.

Fox, R., Crask, M. R. & Kim, J. 1988, 'Mail survey response rates: a meta-analysis of selected techniques for inducing response', *Public Opinion Quarterly*, vol. 52, no. 4, pp. 467-91.

Frazer, L. & Lawley, M. 2000, *Questionnaire Design and Administration: a practical guide*, John Wiley & Sons Australia, Ltd., Singapore.

Frederick, W. C., Post, J. E. & Davis, K. 1992, *Business and Society*, McGraw-Hill International, New York.

Gendall, P. 1996, 'The effect of questionnaire cover design in mail surveys', *Marketing Bulletin*, vol. 7, pp. 33-38.

Goetzl, D., Snyder, B. & Ross, C. 1999, 'J&J to polish public image with celeb ads', *Advertising Age*, 10/18/99, vol. 70, no. 10, pp. 3-4.

Goldberg, R. 1999, 'Corporate image: Business competency vs. socila conscience', PhD Dissertation, Harvard University, Massachusetts, [Online], Available: http://www.lib.umi.com/dissertations/fullcit/9956894, [Accessed 7 June 2001].

Gorn, G. 1982, 'The effects of music in advertising on choice behavior: a classical conditioning approach', *Journal of Marketing*, vol. 46, Winter, pp. 94-101.

Gotsi, M. & Wilson, A.M. 2001a, 'Corporate reputation: seeking a definition', *Corporate Communications: An International Journal*, vol. 6, no. 1, pp. 24-30.

Gotsi, M. & Wilson, A.M. 2001b, 'Corporate reputation management: 'Living the brand'', *Management Decision*, vol. 39, no. 2, pp. 99-104.

Goyder, J. C. 1982, 'Further evidence on factors affecting response rates to mailed questionnaires', *American Sociological Review*, vol. 47, no. 4, pp. 550-53.

Gray, J. G. 1986, *Managing the Corporate Image*, Quorum Books, Westport, CT.

Gray, E. R. & Balmer, J. M. T. 1998, 'Managing image and corporate reputation', *Long Range Planning*, vol. 32, no. 5, pp. 685-92.

Greening, D. W. & Turban, D. B. 2000, 'Corporate Social Performance as a Competitive Advantage in Attracting a Quality Workforce', *Business & Society*, September 2000, vol. 39, no. 3, pp. 254-81.

Gregory, J. R. & Wiechmann, J. G. 1998, Marketing corporate image: the company as your number one product, Second edition, NTC Bussiness books, Illinois.

Greyser, S. A. 1999, 'Advancing and enhancing corporate reputation', *Corporate Communications: An International Journal*, vol. 4, no. 4, pp. 177-181.

Grönroos, C. 2000, *Service Management and Marketing: a customer relationship management approach*, Second edition, John Wiley & Sons, Ltd., England.

Grossnickle, J. & Raskin, O. 2001, *Handbook of Online Marketing Research*, McGraw-Hill, New York.

Haddock, G. & Zanna, M. P. 1993, 'Predicting prejudicial attitudes: the importance of affect, cognition and the feeling-belief dimension', *Advances in Consumer Research*, vol. 20, pp. 315- 318.

Hair, J. F. Jr., Anderson, R. E., Tatham, R. L. & Black, W. C. 1998, *Multivariate Data Analysis*, Fifth edition, Prentice Hall, Englewood Cliffs, New Jersey.

Hatch, M. & Schultz, M. 1997, 'Relations between organizational culture, identity and image', *European Journal of Marketing*, vol. 31, no. 5, pp. 356-365.

Hatcher, L. 1996, 'Using SAS PROCALIS path analysis: an introduction', *Structural Equation Modeling*, vol. 3, pp. 176-92.

Hawkins, D. I., Best, R. J. & Coney, K. A. 1998, *Consumer Behavior: Building marketing strategy*, Seventh edition, McGraw Hill, New York.

Healy, M. & Perry, C. 1998, 'Focus groups in academic research projects', *Proceedings of ANZMAC Conference*, University of Otago, Dunedin, December, pp. 1-12.

Heberlein, T. A. & Baumgartner, R. 1978, 'Factors affecting response rates to mail questionnaires: quantitative analysis of the published literature', *American Sociological Review*, vol. 43, no. 4, pp. 447-62.

Hoeffler, S. & Keller, K. L. 2002, 'Building brand equity through corporate societal marketing', *Journal of Public Policy & Marketing*, Spring, vol. 21, no. 1, pp. 78-89.

Hoover, K. 2000, 'Washington briefs', *Atlanta Business Chronicle*, 01/14/2000, vol. 22, no. 33, p. 45A.

Howard, S. 1998, *Corporate Image Management: A Marketing Discipline for the 21st Century*, Butterworth-Heinemann, Oxford.

Hox, J. J. 1995, 'Amos, EQS and LISREL for windows: a comparative review', *Structural Equation Modeling*, vol. 2, pp. 79-91.

Hoyle, R. H. 1995, *Structural Equation Modeling: Concepts, Issues and Applications*, Sage, Thousand Oaks.

Hoyle, R. H. & Panter, A. T. 1995, 'Writing about structural equation models', in *Structural Equation Modeling; Concepts, Issues and Applications*, ed R. H. Hoyle, Sage, Thousand Oaks, pp. 128-144.

Hu, L., Bentler, P. M. & Kano, Y. 1992, 'Can test statistics in covariance structure analysis be trusted?', *Psychological Bulletin*, vol. 112, pp. 351-362.

Hu, L., & Bentler, P. M. 1995, 'Evaluating model fit', in *Structural Equation Modeling; Concepts, Issues and Applications*, ed R. H. Hoyle, Sage, Thousand Oaks, pp. 76-99.

Hulland, J., Chow, Y. H. & Lam, S. 1996, 'Use of causal models in marketing research: a review', *International Journal of Research in Marketing*, vol. 13, pp. 181-197.

Jayne, V. 2001, 'Positive partnering', *New Zealand Marketing Magazine*, Dec. 2000/Jan. 2001, vol. 19, no. 11, pp. 24-27.

Jöreskog, K. 2000, Latent variable scores and their uses [Online], Available: http://www.sscientral.com/lisrel/column6.htm, [Accessed 29 April 2003].

Jöreskog, K. & Sörbom, D. 1996, *PRELIS 2: User's reference guide*, Scientific Software International Inc., Chicago, Illinois.

Jöreskog, K., Sörbom, D., Du Toit, S. H. C. & Du Toit, M. 1999, *LISREL 8: New Statistical Features*, Scientific Software International Inc., Chicago, Illinois.

Kaplan, D. 2002, 'How to play the name game with women, men', *Adweek New England Edition*, 9/9/2003, vol. 39 no. 36, p. 3.

Kanuk, L. C. & Berenson, C. 1973, 'Mail surveys and response rates; a literature review', *Journal of Marketing Research*, vol. 12, no. 3, pp. 44-53.

Kelloway, E. K. 1998, *Using LISREL for Structural Equation Modeling: A researcher's guide,* Sage, Thousand Oaks.

Kempf, D. S. 1999, 'Attitude formation form product trial: distinct roles of cognition and affect for hedonic and functional products', *Psychology Marketing*, vol. 16, pp. 35-50.

Kennedy, S. H. 1977, 'Nurturing corporate imaged: total communication or ego trip?', *European Journal of Marketing*, vol. 11, no. 3, pp. 120-64.

Keown, C. 1983, 'Focus group research: tool for the retailer', *Journal of Small Business Management*, vol. 21, April, pp. 59-65.

Kervin, J. B. 1992, *Methods for Business Research*, Harper Collins, New York.

Key, S. & Popkin, S. J. 1998, 'Integrating ethics into the strategic management process: doing well by doing good', *Management Decision*, vol. 36, no. 5, pp. 331-8.

Kinnear, T. C. & Taylor, J. R. 1996, *Marketing Research: An applied approach*, Fifth edition, McGraw Hill, New York.

Kim, J., Lim, J. S. & Bhargava, M. 1998, 'The role of affect in attitude formation: a classical conditioning approach', *Journal of the Academy of Marketing Science*, Spring, vol. 26, no. 2, pp. 143-152.

Kitzinger, J. 1995, 'Focused group interviewing -- Great Britain', *British Medical Journal*, 7/29/95, vol. 311, no. 7, pp. 299-303.

Kline, R. B. 1998, 'Software programs for structural equation modeling: Amos, EQS and LISREL', *Journal of Psychoeducational Assessment*, vol. 16, pp. 343-64.

Kotler, P. 1982, *Marketing for Nonprofit Organization*, Second edition, Prentice-Hall, Englewood Cliffs, New Jersey.

Kotler, P. 2000, *Marketing Management: The Millennium Edition*, International edition, Prentice- Hall, New Jersey.

Krueger, R. A. 1988, *Focus Groups: A Practice Guide for Applied Research*, Newbury Park: Sage Publications.

Krueger, R. A. 1993, 'Quality control in focus group research', in *Successful Focus Groups: Advancing the State of the Art*, ed D. L. Morgan, Thousand Oaks: Sage.

Kunnan, A. J. 1998, 'An introduction to structural equation modeling for language assessment research', *Language Testing*, vol. 15 no 3, pp. 295-332.

Kurtz, D. L. & Clow, E. K. 1991, 'A model for evaluating service quality', *Journal of Marketing Management*, Fall/Winter, vol. 2, pp. 51-60.

Lafferty, B. A. 1999, 'Assessing cause-brand alliance evaluations on sequent attitudes toward the cause and the brand', PhD Dissertation, Business Administration faculty, The Florida State University, U.S.A., [Online], Available: http://www.lib.umi.com/dissertations/fullcit/9948602, [Accessed 7 June 2001].

Lambin, J. J. 1997, *Strategic Marketing Management*, McGraw-Hill, Maidenhead.

Larson, B. V. 1999, 'Doing well by doing good: Linking cause-related marketing to sales representatives' corporate evaluations', PhD Dissertation, Business Administration faculty, Oklahoma State University, U.S.A., [Online], Available: http://www.lib.umi.com/dissertations/fullcit/9948531, [Accessed 7 June 2001].

Larson, J. 1994, 'If you're not committed, don't bother', *American Demographics*, December, vol. 16, no. 12, pp. 16-18.

LeBlanc, G. & Nguyen, N. 1996, 'Cues used by customer evaluating corporate image in service firms: An empirical study in financial institutions', *International Journal of Service Industry Management*, vol. 7, no. 2, pp. 44-56.

Lewis, S. 2001, 'Measuring corporate reputation', *Corporate Communications: An International Journal*, vol. 6, no. 1, pp. 31-35.

Madrigal, R. 2000, 'The role of corporate associations in new product evaluation', *Advances in Consumer Research*, vol. 27, pp. 80-86.

Maignan, I. & Ferrell, O. C. 2001, 'Corporate citizenship as a marketing instrument- Concept, evidence and research directions', *European Journal of Marketing*, vol. 35, no. 3/4, pp. 457-484.

Malhotra, N. K. 1999, *Marketing research: an applied orientation*, 3rd ed, Prentice-Hall, New Jersey.

Markwick, N. & Fill, C. 1997, 'Towards a framework for managing corporate identity', *European Journal of Marketing*, vol. 31, no. 5, pp. 396-409.

Marsden, C. 2000, 'The new corporate citizenship of big business: part of the solution to sustainability?', *Business & Society Review*, Spring, vol. 105, no. 1, pp. 9-25.

Mason, C. J. 1993, 'What image do you project?', *Management Review*, November, no. 82, pp. 10-16.

Mazursky, D. & Jacoby, J. 1986, 'Exploring the development of store images', *Journal of Retailing*, vol. 62, Summer, pp. 145-65.

McAlister, D. T. & Ferrell, L. 2002, 'The role of strategic philanthropy in marketing strategy', *European Journal of Marketing*, vol. 36, no. 5, pp. 689-705.

McWilliams, A. 2001, 'Corporate social responsibility: A theory of the firm perspective', *Academy of Management Review*, vol. 26, no. 1, pp. 117-28.

Melewar, T. C., Saunders, J. & Balmer, J. M. T. 2001, 'Cause, effect and benefits of a standardised corporate visual identity system of UK companies operating in Malaysia', *European Journal of Marketing*, vol. 35, no. 3/4, pp. 414-427.

Mels, G. 2003, 'Getting started with the student edition of LIRSEL 8.52 for windows' [Online], Available: http://www.ssicentral.com/other/entry.htm, [Accessed 29 April 2003].

Meyer, H. 1999, 'When the cause is just', *Journal of Business Strategy*, vol. 20, November/December, pp. 27-31.

Middlestadt, S. E. 1990, 'The effect of background and ambient color on product attitudes and beliefs', in *Advances in Consumer Research*, eds M. E. Goldberg, G. J. Gore & R. W. Pollay, vol. 17, Provo, UT: Association for Consumer Research, pp. 244-249.

Morgan, D. L. 1988, ‘Focus groups as qualitative research’, *Qualitative Research Methods*, vol. 16, Newbury Park: Sage Publications.

Morgan, D. L. 1995, ‘Focus groups interviewing’, *Qualitative Health Research*, November, vol. 5, no. 4, pp. 516-524.

Morgan, D. L. 1996, ‘Focus groups’, *Annual Review of Sociology*, vol. 22, pp. 129-52.

Morgan, D. L. & Krueger, R. A. 1993, ‘When to use focus groups and why’, in *Successful, Focus Groups: Advancing the State of the Art*, ed D. L. Morgan, Thousand Oaks, CA: Sage Publications.

Morton, C. R. 1999, ‘Corporate social advertising’s effect on audience attitudes toward company and cause’, PhD Dissertation, The University of Texas at Austin, [Online], Available: http://www.lib.umi.com/dissertations/fullcit/9956894, [Accessed 7 June 2001].

Murphy, P. R., Daley, J. & Dalenberg, D. R. 1991, ‘Exploring the effects of postcard prenotification on industrial firms’ response rates’, *Journal of the Marketing Research Society*, vol. 33, no. 4, pp. 335-45.

Neuman, W. L. 1994, *Social Research Methods*, Second edition, Allyn & Bacon, Boston.

Neuman, W. L. 1997, *Social Research Methods- Qualitative Approaches*, Third edition, Allyn & Bacon, United States of America.

Nunnally, J.C. 1978, *Psychometric Theory*, Second edition, McGraw-Hill Book company, New York.

Olins, W. 1989, *Corporate Identity*, Thames and Hudson, London.

Oppenheim, A. N. 1992, *Questionnaire Design, Interviewing and Attitude Measurement*, New edition, Printer Publishers, London.

Ozanne, L. K., Humphrey, C. R. & Smith, P. M. 1999, ‘Gender, environmentalism and interest in forest certification: Mohai’s paradox revisited’, *Society & Natural Resources*, Sep. 1999, vol. 12, no. 6, pp. 613-623.

Pashupati, K., Arpan, L & Nikolaev, A. 2002, ‘Corporate advertising as inoculation against negative news: an experimental investigation of efficacy and presentation order effects’, *Journal of Current Issues and Research in Advertising*, Fall, vol. 24, no. 2, pp. 1-15.

Pedhazur, E. J. 1997, *Multiple Regression in Behavioral Research: Explanation and prediction,* Third edition, Holt, Rinehart & Winston, New York.

Peppas, S. C. & Peppas, G. J. 2000, ‘Business ethic in the European union: a study of Greek attitudes’, *Management Decision*, vol. 38, no. 6, pp. 369-376.

Perry, C. 1998, ‘A structured approach for presenting theses’, *Australian Marketing Journal*, vol. 6, no. 1, pp. 63-86.

Pharoah, N. 1982, ‘Corporate image research in the brewing industry or from red revolution to country goodness in years’, *Journal of Marketing Research Society*, vol. 24, no. 3, pp. 240-56.

Piacentini, M., MacFadyen, L. & Eadie, D. 2000, ‘Corporate social responsibility in food retailing’, *International Journal of Retail & Distribution Management*, vol. 28, no. 11, pp. 459-469.

Porter, M. E. & Kramer, M. R. 2002, ‘The competitive advantage of corporate philanthropy’, *Harvard Business Review*, December, vol. 80, no. 12, pp. 57 – 68.

Pringle, H. & Thompson, M. 1999, *Brand Spirit: How cause related marketing builds brands*, John Wiley & Sons, England.

Redemacher, K. 1999, ‘Cause-related marketing popular with consumers’, *Inside Tucson Business*, 03/22/99, vol. 8, no. 52, .18.

Rigdon, E. E. 1994, ‘Amos and Amos Draw’, *Structural Equation Modeling,* vol. 1, pp. 196-201.

Rigdon, E. E. 1996, ‘CFI versus RMSAE: A comparison of two fit indices for structural equation modeling’, *Structural Equation Modeling*, vol. 3, no. 4, pp. 369-79.

Riordan, C. M, Gatewood, R. D. & Bill, J. B. 1997, ‘Corporate image: employee reactions and implications for managing corporate social performance’, *Journal of Business Ethics*, vol. 16, no. 4, pp. 401-12.

Rindova, V. P. 1997, ‘The image cascade and the formation of corporate reputations’, *Corporate Reputation Review*, vol. 1, no. 1 and 2, pp. 188-94.

Robert, J. A. & Bacon, D. R. 1997, ‘Exploring the subtle relationships between environmental concern and ecologically conscious consumer behavior’, *Journal of Business Research*, vol. 40, no. 1, pp. 79-89.

Robin, S. S. 1965, ‘A procedure for securing returns to mail questionnaires’, *Sociology and Social Research*, vol. 50, October, pp. 24-35.

Roderick, P. M. 1999, *Test Theory: A unified treatment*, Lawrence Erlbaum Associates, Inc.

Ross, J. K. & Patterson, L. T. 1992, ‘Consumer perceptions of organizations that use cause-related marketing’, *Journal of the Academy of Marketing Science,* vol. 20, pp. 93-7.

Schumacker, R. E. & Lomax, R. G. 1996, *A Beginners Guide to Structural Equation Modeling*, Lawrence Erlbaum Associates, New Jersey.

Scott, M. 1995, ‘Twenty somethings’, *Business Ethics*, vol. 9, pp. 38-42.

Segars, A. H. & Grover, V. 1993, 'Re-examining perceived ease of use and usefulness: a confirmatory factor analysis', *MIS Quarterly*, vol. 17, no. 4, pp. 517-25.

Sekaran, U. 2000, *Research Methods for Business: A skill-building approach*, Third edition, John Wiley & Sons, New York.

Sen, S. & Bhattacharya, C. B. 2001, 'Does doing good always lead to doing better? Consumer reaction to corporate social responsibility', *Journal of Marketing Research*, May 2001, vol. 38, no. 2, pp. 225-244.

Simon, F. L. 1995, 'Global corporate philanthropy: a strategic framework', *International Marketing Review*, vol. 12, no. 4, pp. 20-37.

Simons, J. & Carey, K. B. 1998, 'A structural analysis of attitudes toward alcohol and marijuana use', *Personality and Social Psychology Bulletin*, vol. 24, pp. 727-35.

Smith, C. 1994, 'The new corporate philanthropy', *Harvard Business Review*, vol. 72, pp. 105-16.

Sproull, N. 1995, *Handbook of Research Methods,* Second edition, The Scarecrow Press, London.

Steele, T. J., Schwendig, W. L. & Kilpatrick, J. A. 1992, 'Duplicate responses to multiple survey mailings: a problem?', *Journal of Advertising Research*, vol. 32, no. 2, pp. 23-34.

Stevens, R. E., Wrenn, B., Ruddick, M. E. & Sherwood, P. K. 2000, *The Marketing Research Guide*, Viva Books Private Limited, New Delhi.

Stewart, D. W. & Shamdasani, P. N. 1990, *Focus Groups: Theory and Practice*, Newbury Park: Sage Publications.

Straughan, R. D. & Roberts, J. A. 1999, 'Environmental segmentation alternative: a look at green consumer behaviour in the new millennium', *Journal of Consumer Marketing*, vol. 16, no. 6, pp. 558-575.

Stuart, H. 1998, 'Exploring the corporate identity/corporate image interface: an empirical study of accounting firms', *Journal of Communication Management,* vol. 2, no. 4, pp. 357-71.

Stuart, H. 1999, 'Towards a definitive model of the corporate identity management process', *Corporate Communications: An International Journal*, vol. 4, no. 4, pp. 200-27.

Stubbs, P. & Andrews, R. 1999, 'All for a good cause', *New Zealand Marketing Magazine*, June, vol. 18, no. 5, p. 61.

Sudman, S. 1976, *Applied Sampling*, Academic Press Inc., California.

Sue, A. 1999, ‘The winder benefits of backing a good cause: as firm rediscovering initiatives linked to good causes are also good for business’, *Marketing*, Sept 2, pp. 20-22.

Tanaka, J. S. 1993, ‘Multifaceted conceptions of fit in structural equation models’, in *Testing Structural Equation Models*, eds Bollen, K. & Long, J. S., Sage, California, pp. 10-39.

Tanaka, J. S. & Huba G. J. 1989, ‘A general coefficient of determination for covariance structure models under arbitrary GLS estimation’, *British Journal of Mathematical and Statistical Psychology*, vol. 42, pp. 233-239.

Tate, N. T. 1995, ‘And Now a Word From Our Sponsor’, *American Demographics*, June, p. 46.

Taylor, S. & Lynn, P. 1998, ‘The effect of a preliminary notification letter on response to a postal survey of young people’, *Journal of the Marketing Research Society*, vol. 40, no. 2, pp. 165-78.

Teng Fatt, J. P., Wei, M., Yuen, S. & Suan W. 2000, ‘Enhancing corporate image in organizations’, *Management Research News*, vol. 23, no. 5/6, pp. 28-54.

Van Heerden, C. H. & Puth, G. 1995, ‘Factors that determine the corporate image of South African banking institutions: an exploratory investigation’, *International Journal of Bank Marketing*, vol. 13, no. 3, pp. 12-17.

Van Rekom, J. 1997, ‘Deriving an operational measure of corporate identity’, *European Journal of Marketing*, vol. 31, no. 5, pp. 410-422.

Van Riel, C. B. M. & Balmer, J. M. T. 1997, ‘Corporate identity: the concept, its measurement and management’, *European Journal of Marketing*, vol. 31, no. 5, pp. 340-355.

Varadarajan, P. R. & Menon, A. 1988, ‘Cause-related marketing: a coalignment of marketing strategy and corporate philanthropy’, *Journal of Marketing*, vol. 52, July, pp. 58-74.

Vidaver-Cohen, D. & Altman, B. W. 2000, ‘Corporate citizenship in the new millennium: foundation for architecture of excellence’, *Business & Society Review*, Spring, vol. 105, no. 1, pp. 145-68.

Viswesvaran, C., Deshpande, S. P. & Milman, C. 1998, ‘The effect of social responsibility on employee counterproductive behavior’, *Cross Cultural Management*, vol. 5, no. 4, pp. 5-12.

Vyakarnam, S. 1992, ‘Social responsibility: what leading companies do’, *Long Range Planning*, vol. 25, no. 5, pp. 59-67.

Webb, D. J. 1999, ‘Consumer attributions regarding cause-related marketing offers and their impact on evaluations of the firm and purchase intent: An experimental examination’, PhD Dissertation, Georgia State University, [Online], Available: http://www.lib.umi.com/dissertations/fullcit/9924335, [Accessed 7 June 2001].

Webb, D. J. & Mohr, L. A. 1998, 'A typology of consumer responses to cause-related marketing: From skeptics to socially concerned', *Journal of Public Policy & Marketing*, vol. 17, pp. 226-39.

West, S. G., Finch, J. F. & Curran, P. J. 1995, 'Structural Equation Problems with Nonnormal Factors', in *Structural Equation Modeling; Concepts, Issues and Applications*, ed R. H. Hoyle, Sage, Thousand Oaks.

Whitaker, A. 1999, 'Cause marketing gaining ground', *Management Review*, September, vol. 88, no. 8, p. 8.

Williams, S. L. & Moffitt, M. 1997, 'Corporate image as an impression formation process: prioritizing personal, organizational, and environmental audience factors', *Journal of Public Relations Research*, vol. 9, no. 4, pp. 237-58.

Wright, Daniel B. 1997, *Understanding Statistics: An Introduction for the Social Sciences.* London: Sage.

Yammarino, F. J., Skinner & Childers, T. L. 1991, 'Understanding mail survey response behaviour', *Public Opinion Quarterly*, vol. 55, 4, pp. 613-39.

Zanna, M. P. & Rempel, J. K. 1988, Attitudes: a new look at an old concept, in *The social psychology of knowledge*, eds D. Bar-Tal & A. W. Kruglanski, Cambridge University Press, Cambridge, England, pp. 315-334.

Zikmund, W. G. 1997, *Business Research Methods*, Forth edition, Dryden Press, New York.

Zimmer, M. R., Stafford, T. F. & Stafford, M. R. 1994, 'Green issues: dimensions of environmental concern', *Journal of Business Research*, vol. 30, no. 1, pp. 63-74.

APPENDICES

List of Appendices

Appendix 1.1

Details of Brand's Educational Summer Camp program

Background

Each year in Thailand, more than 200,000 students from every region of the country take part in the highly competitive national entrance examination for both government and private universities. With this in mind, Cerebos (Thailand) Co., Ltd. joins with Kasedsart University in organizing the Brand's Educational Summer Camp program in order to provide opportunities to help youths in preparing themselves for the national entrance examination. The program provides free tutoring for the national university entrance examination for senior high-school students. Many students have benefited from the active participation of Thailand's finest tutors as lecturers in these events. It has attracted about 240,000 students since 1989.

Registration criteria

Students can enroll at Cerebos website (www.brandsworld.co.th) to attend free tuition classes by using one cap of Brand's product. The program is limited to 20,000 students per year. No fee is charged.

Program duration

The enrolment period is one month from January 5-February 8 every year. The program of tuition occurs around February 27-March 8 every year. The program provides participating students with a set of tuition books for 7 subjects in science and 8 subjects in art. These tuition handbooks are prepared by a group of experienced instructors in Thailand.

Tuition class

Two kinds of 10-day-tuition services are provided. They are the live tuition at Kasedsart University and the satellite tuition via UBC cable TV. One-day tuition class consists of 9 hours by 3 instructors.

Marketing communications and budget

Cerebos invests about 10 million Baht (about 400,000 Australian dollars) each year for organizing the program and using 3 types of program communications as follows:

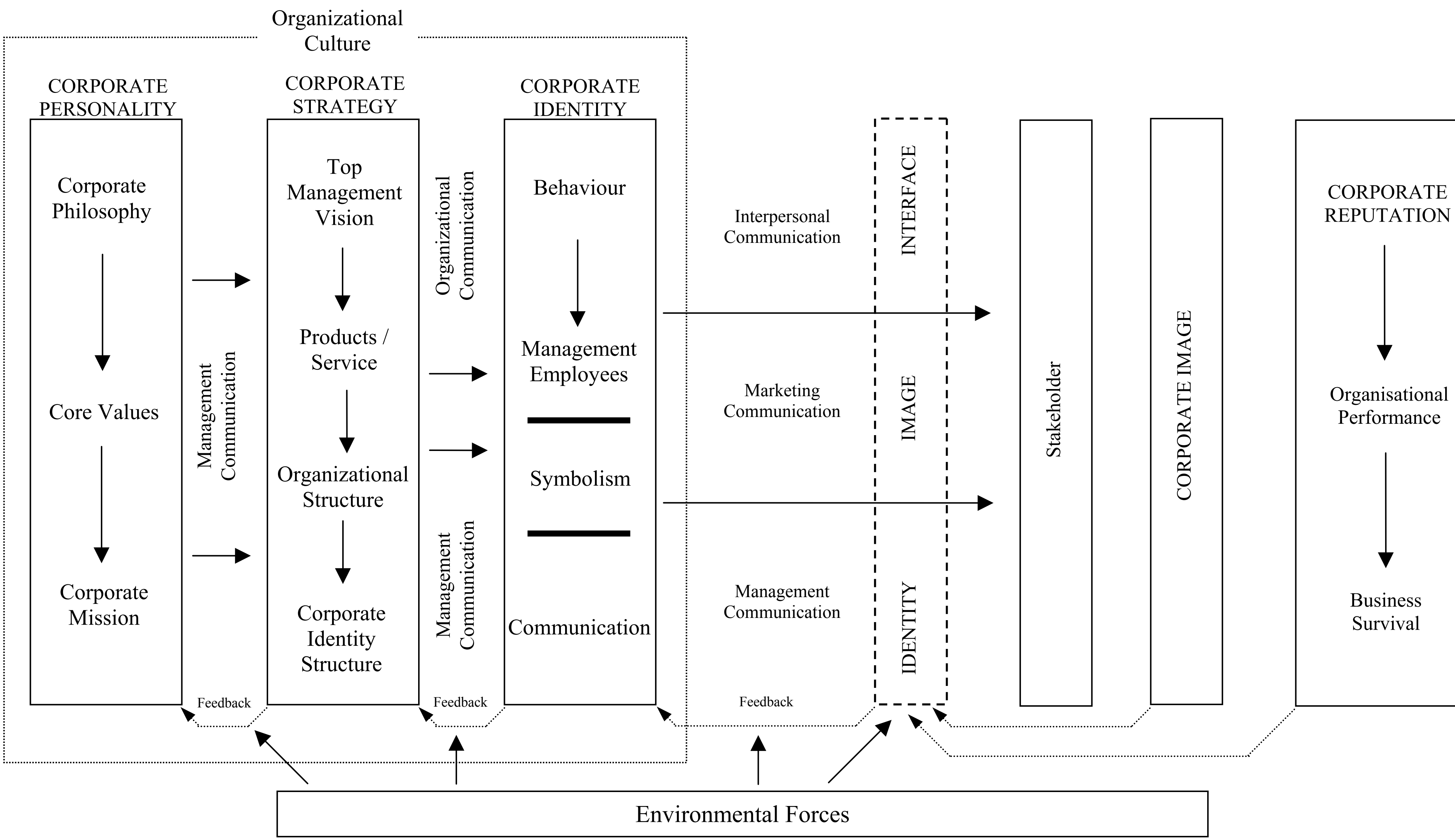
- Primary communications such as company staff, company magazines, and company seminars;
- Secondary communications such as television commercials, radio commercials, advertising in newspapers, brochures, posters, banners and the Internet; and
- Tertiary communications such as teachers, alumni and shop owners.

Program effectiveness

Two key-performance indexes are set to evaluate program effectiveness. They are the number of participants and the number of public relations news stories. In 2002, there were 32,414 enrolments of students and 135 pieces of news.

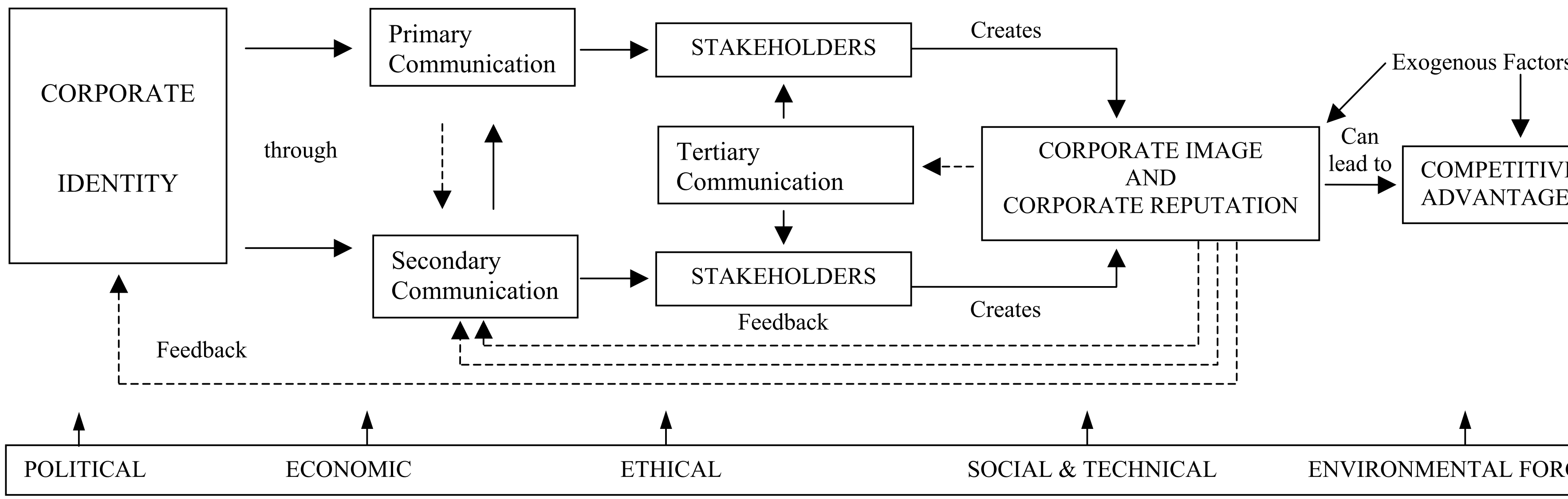
Appendix 2.1

A definitive of the corporate identity management process



Source: Stuart (1999)

Appendix 2.2
A model of the corporate identity-corporate communications process



Corporate Identity
(i) Values & purposes
(ii) Corporate Strategy
(iii) Organizational Culture
(iv) Organizational Structure

Primary Communications
(i) Products & Services
(ii) Market Behaviour
(iii) Behaviour towards Employees
(iv) Employee Behaviour to Other Stakeholders
(v) Non-Market Behaviour

Tertiary Communications
(i) Word-of-mouth
(ii) Media interpretation and spin
(iii) Competitors-Communication and "spin"

Corporate Image
The immediate mental picture that individuals or individual stakeholder groups have of an organization.

Competitive Advantage
The reputation of the company in the eyes of individuals and stakeholder groups will influence their willingness to either provide or withhold support for the compa

Environmental Forces
The five environmental Categories have an impact on All parts of the process elucidated above

Secondary Communications
(i) Formal, Corporate & Communication (Advertising, PR, Graphic Design, Sales Promotions, etc.)
(ii) Visual Identification System

Stakeholders
(i) Individuals (increasingly are seen to belong to multiple stakeholder groups both within the organization. Traditionally, stakeholders are categorized as belonging to one stakeholder group)
(ii) Customers
(iii) Distributors and retailer
(iv) Suppliers
(v) Joint-venture partners
(vi) Financial institutions and analysis
(vii) Shareholders
(viii) Government & Regulatory Agencies
(ix) Social Action Organizations
(x) General Public
(xi) Employees

Corporate Reputation
Evolves over time as a result of consistent performance reinforced by the three types of communication shown above.

Exogenous factors
Perceptions of the organisation and therefore the strength of competitive advantage can be influenced by a number of factors including :
(i) Country of origin, image and r
(ii) Industry image and reputation
(iii) Images & regulations of allia and partnerships etc.

Source: Balmer and Gray (2000)

Appendix 3.1

Interview guidelines for in-depth interviews

Please tell me about yourself? How long have you been with the company?

How long have you been in charge of the program?

1. What is your opinion on societal marketing in Thailand?
2. Can you tell me about the Brand's Educational Summer Camp program?

   What is your specific involvement with the program?
3. What are the objectives of implementing this program? Why was it introduced?
4. How does the company communicate with their customers?
5. What is the program identity?
6. What are the factors that you think are important to contribute to the success of the program? How is success actually measured?
7. How do the customers of the company feel about the program, the company's products and the company? How do you know this?
8. What is your opinion on the societal marketing concept and its relationship with corporate image?
9. In your opinion, what part do demographic factors play in customer attitudes toward the program and the image?
10. Do you have any other comments? What is your opinion on the preliminary model?

Appendix 3.2

Findings from in-depth interviews of Cerebos's management on the impact of the Brand's Educational Summer Camp program on the corporate image by respondents

Topic	Findings	A	B	C	Total
Societal marketing in Thailand	▪ A good corporate image can help the company differentiate itself from its competitors and increase its competitive edge in the consumers' minds.	✓	✓	✓	3X
	▪ Not all-societal marketing programs will be successful. There needs to be an association between the program, social value and brand benefits.	✓	✓	✓	3X
	▪ Societal marketing has become more popular in the Thai market.	✓	✓	-	2X
	▪ Societal marketing is value added for consumers being apart from basic product and service satisfaction.	✓	-	✓	2X
	▪ In high competition markets, consumers might consider more than societal marketing, such as prices, premiums, etc., when deciding to buy products.	✓	✓	-	2X
	▪ Companies cannot only implement societal marketing but must also consistently behave as a good citizen to all stakeholders.	✓	-	✓	2X
Objectives of implementing the program	▪ Build a good image for both products and company.	✓	✓	✓	3X
	▪ Gain more acceptance from society and customers by doing good.	✓	✓	✓	3X
	▪ Increase sales volume.	✓	✓	✓	3X
	▪ Reposition the product for a younger image than in the past.	✓	✓	✓	3X
	▪ Support marketing purposes by serving a new target group: students.	✓	✓	-	2X
	▪ Increase the publicity of the product and company through the public relations process.	✓	-	-	1X
	▪ Create alliances with a government university and several secondary schools through active participation in the program.	-	-	✓	1X
	▪ Get indirect product endorsements from the university.	-	-	✓	1X
Company communications with customers (excluding program communications)	▪ Advertising on TV, radio, print and the Internet.	✓	✓	✓	3X
	▪ Communication through a large sales force (over 200 salesmen) and over 250 promotional girls to more than 20,000 sales outlets.	-	✓	✓	2X
	▪ Promotional materials for both in-door and out-door. Indoor materials include leaflets, flyers, posters, etc. Out-door materials consist of banners, hangover posters, Billboard, etc.	✓	✓	-	2X
	▪ Public relations activities such as press conferences, news and photo releases, and interviews.	✓	✓	-	2X
	▪ High product quality.	✓	✓	-	2X
	▪ Direct mailings of the member magazine and newsletter.	✓	-	-	1X
	▪ Management participating in Thai Red Cross	-	-	✓	1X

Topic	Findings	A	B	C	Total
	Society and as part-time lecturers in university programs.				
Program identity (symbolism, employees' and management's behaviours, and program communications)	▪ Collaboration between the company, Kaseadsart University and the Ministry of Education.	✓	✓	✓	3X
	▪ Being recommended by successive generations of participating students, teacher and their parents.	✓	✓	✓	3X
	▪ The program logo (light bulb).	✓	✓	-	2X
	▪ The product logo.	✓	✓	-	2X
	▪ The program name.	✓	-	✓	2X
	▪ A set of tuition books.	✓	✓	-	2X
	▪ Employee cooperation and pride of the program.	✓	✓	-	2X
	▪ Advertising in print and radio.	-	✓	✓	2X
	▪ Distribute brochures and posters.	✓	✓	-	2X
	▪ PR activities such as press conference, news and photo releases, and press interviews.	✓	✓	-	2X
	▪ Salesforce and promotional girls.	-	✓	✓	2X
	▪ A group of top academic experts as lectures.	✓	-	✓	2X
	▪ Green and yellow motif.	✓	-	-	1X
	▪ Ten-day free tuition.	✓	-	-	1X
	▪ Tuition in both university and satellite systems.	-	✓	-	1X
	▪ Long-term operation, being established in 1989.	✓	-	-	1X
	▪ A large-scale impact on people.	-	-	✓	1X
	▪ Strong support to the program especially in finance.	-	✓	-	1X
	▪ Direct mailing of brochures to customers.	✓	-	-	1X
	▪ A TV program (30 min.).	-	✓	-	1X
	▪ A homepage and Internet website.	-	✓	-	1X
Key success factors	▪ Strong reputation and public acceptance of Kaseadsart University and the lecturer group.	✓	✓	✓	3X
	▪ Relevancy to the target group and society as a whole.	✓	✓	✓	3X
	▪ Word of mouth advertising from former participants, their families and area teachers	✓	✓	-	2X
	▪ Fulfillment of needs and desires from students, their families and the peers	✓	-	✓	2X
	▪ Long-term operation, being established in 1989, with consistent and continuous organization	-	✓	-	1X
	▪ Strong marketing support and public relations through media, sales forces, promotional girls and direct contacts	-	✓	-	1X
	▪ Strong management and financial support from the company	-	✓	-	1X
	▪ Employee cooperation and pride in the company's social contribution	✓	-	-	1X
	▪ High impact created on approximately one million people a year, including participants, their families, area schools and teachers	✓	-	-	1X
	▪ Differentiation from other societal projects	✓	-	-	1X
	▪ Sincerity of the company to contribute to society through the program	-	✓	-	1X
Consumers' attitudes toward the program, product and company	▪ Become less sensitive to negative rumors of the company or its product, due to brand equity strengthening through good feelings, familiarity and trust in the product.	✓	✓	✓	3X
	▪ Feel good about the company, its management and its staff.	✓	✓	✓	3X

Topic	Findings	A	B	C	Total
	▪ Recognize the company's name for educational patronage.	✓	✓	-	2X
	▪ Can generally recall the name of the program and give strong recommendations for the program to the next generation of students.	✓	-	-	1X
Relationship between societal marketing and corporate image	▪ Societal marketing may lead not only to company loyalty and trust but also to brand favorite in consumer's minds.	✓	✓	✓	3X
	▪ Societal marketing, which is relevant to the target groups, can lead to a good corporate image from those target groups.	✓	✓	-	2X
	▪ Societal marketing can make consumers feel love and support for the company, its products and its activities.	✓	-	✓	2X
Relationship of customer demographics, the program and the corporate image	▪ Age will affect consumer attitudes on the company with demonstrating a positive attitude towards the company, especially teenagers and families with teenagers, those who benefit directly.	✓	✓	✓	3X
	▪ Gender may not have any different effects.	✓	✓	-	2X
	▪ Income and educational level are doubtful.	✓	✓	-	2X
	▪ Marital status may not be a consideration, but a couple with a child may have a good feeling for the company.	✓	✓	-	2X
Other comments	▪ Societal marketing has become more popular in the Thai market.	✓	✓	-	2X
	▪ A good corporate image can help the company differentiate itself from its competitors and increase its competitive edge in the consumers' minds.	✓	✓	✓	3X
	▪ Not all-societal marketing programs will be successful. There needs to be an association between the program, social value and brand benefits.	✓	✓	✓	3X
	▪ Societal marketing is value added for consumers being apart from basic product and service satisfaction.	✓	-	✓	2X
	▪ In high competition markets, consumers might consider more than societal marketing, such as prices, premiums, etc., when deciding to buy products.	✓	✓	-	2X
	▪ Companies cannot only implement societal marketing but must also consistently behave as a good citizen to all stakeholders.	✓	-	✓	2X

Source: in-depth interviews

Appendix 3.3

Focus group screening questionnaire

Impact of societal marketing on corporate image

Focus Group Screener

Date ___/___/___

Call Start: __ __: __ __ Call End: __ __:__ __

Interviewer's Name: _________

(Ask to speak with the selected customer)

Hello, my name is____________ with Cerebos (Thailand) Limited, the manufacturer of Brand's essence of chicken, bird's nest and Veta essence of prune. We are conducting a study concerning societal marketing and corporate image and would appreciate your opinions. We are not selling anything and will only take a few minutes of your time. All of your responses will be kept confidential.

S1. First, Are you, or is anyone in your household, employed by an advertising agency or consumer product company?

1. Yes (Thank and terminate)
2. No (continue to S2)
3. Don't know/refused (thank and terminate)

S2. Have you ever participated in a focus group discussion for marketing research purposes for which you were paid for your time?

1. Yes (continue to S2)
2. No (skip to S4)

S3. When was the last time you participated in a focus group discussion?

1. Less than 6 months ago (Thank and terminate)
2. 6 month or more (continue to S4)

S4. Do you know of the Brand's Education Summer camp program? (Different criteria for different age groups. See conditions below)

1. Yes, for 15-21 as being a participant or having a relative to participate (continue to S5)
2. Yes, for 21-29 and 30-45 (continue to S5)
3. Yes, for over 45 as having children participating in the program (continue to S5)
4. No (Thank and terminate)

S5. I need to ask just a few questions for the purposes of classification for this study. First, which of the following categories best describes your age? (Read list and record one only. Check quotas.)

1. 15-21
2. 21-29
3. 30-45
4. over 45

S6. What is the highest level of education you have had the opportunity to complete? (Don't read list. Record one only.)

1. Grade school (thank and terminate)
2. High school (thank and terminate)
3. Vocational
4. University
5. Master degree or more

S7. As part of our research, we are inviting a group of people like you to participate in a discussion group. There will be no attempt to sell you any product or service. These discussion groups are held for opinion purposes only. The group will be relaxed and informal, and you will simply be involved in an exchange of ideas and opinions.

The group will be held on

- Friday, November 16, at 14.00 P.M. for 15-21 year olds.
- Friday, November 16, at 18.00 P.M. for 22-29 year olds.
- Tuesday, November 20, at 14.00 P.M. for 30-45 year olds.
- Tuesday, November 20, at 18.00 P.M. for over 45 year olds.

It will last approximately 90-120 minutes and, because we value your time and opinion, we are offering a 400 Baht cash honorarium to those who participate. Will you be able to join us?

1. Yes (skip to information)
2. No (thank and terminate)
3. Don't know (arrange callback)

Information:

(Provide respondent with general location of facility if necessary. Explain that detailed directions will be sent soon.)

So that we can send you a confirmation letter and directions to the group, I need your full name and mailing address:

(Probe for complete information.)

Name: ____

Address: ____

City/State: ________________________________ Zip: __________________

Also, I would like to confirm that the phone and fax number I reached you at is:

(Read number from sample and record or correct it below.)

Tel: (__ __)__ __ __ -__ __ __ __ Fax: (__ __) __ __ __-__ __ __ __

Thank you for your time! We look forward to seeing you on ________, November 16 or 20, at (time and date selected above).

Interviewer:

Record Gender: 1. Male 2. Female

Appendix 3.4

Discussion guidelines for focus group interviews

1 Introduction (10 min.)

- Greeting
- Purpose of focus groups
- Ground rules
- Role of moderator
- Recording equipment
- Confidentiality of comments
- No right or wrong answers
- Speak one at a time and as clearly as possible
- Brief get-acquainted period (names/occupations/ family)
- We understand from recruiting that all of you are Cerebos' customers. What are your impressions of Cerebos? Why?

2. General familiarity with the Cerebos company communications (10 min.)

- Have you ever heard/ seen any communications from Cerebos? From which source?
- *Ask if not mentioned*: Have you ever seen / heard Cerebos communication on: advertising, public relations, graphic design, sale promotion, direct mail, word-of-mouth
- Could you describe on what you have seen/heard?
- How do you feel about each of them?
- Which one do you prefer?
- Do any of the company communications have any effect on the image of Cerebos you have just mentioned? How?
- We understand from recruiting that all of you have joined the program. How did you get information about the program? From what source?
- What do you know about the program? Can you tell me about the program?

3. General familiarity with Brand's Educational Summer Camp program (15 min.)

- What do you like about the program? (Get spontaneous answers)
- What do you not like about the program? (Get spontaneous answers)

4. Identities of Brand's Educational Summer Camp program (15 min.)

4.1 Staff Behavior

- How do you feel about the staff (i.e. professor, company administrative staff) conducting the program? How were they? Why?
- Do you think behaviors of staff: management and employees have any effects on the program identities (image) mentioned above? How? Why?

4.2 Communications of the program

- You told me before that you got the information about this program from________ (mention the answer in section 3). Were there any other sources that helped you to know about the program? What were they?
- Which piece of communication of the program would, in your opinion, have the greatest effect on you? Why?
- Which piece of communication of the program was most favorable and motivated you to join the program? Why?

4.3 Symbolism of the program

- When talking about Brand's Educational Summer Camp program, what comes to your mind? What is the impression such a program has left with you?
- Do you remember /recall any visual / sign/ symbol of the program? What are they? Please describe them.
- How does each element (program association and symbol) relate /associate to the program? What does it mean? Why?

5. Key success factors of Brand's Educational Summer Camp program (10 min.)

- First of all, why did you join the program?
- In general, what are the factors /criteria you considered when you joined the educational program? Probe on reasons for each factor.
- Did Brand's Educational Summer Camp Program meet your criteria /expectation? To what degree? In what way?
- Which criterions are most important to you?
- What will you tell your friends about this program?
- Any suggestions for improvement?

6. Brand's Educational Summer Camp program and the corporate image (15 min.)

- Do you know why Cerebos has conducted this program? What are the reasons for conducting this program? What do you think about each reason?
- These are the Cerebos images you have mentioned at the beginning of our discussion (Show list). Does the program have any effect on Cerebos' image? How? Probe on each image.
- *Product image*: How do you feel about Brand's? When talking about Brand's, what do you think of it? Why?

- Does the program have any effect on BRAND'S image? How? Probe on each image

6. Closing comments

- Additional comments/input?
- Thank participants and remind them to pick up co-op payment and gimmicks (health booklets) on way out.

Appendix 3.5

Findings from focus group interviews of Cerebos's customers on the impact of the Brand's Educational Summer Camp program on the corporate image by age group

Company communications	Group				All groups
	A	B	C	D	No. of times
Television product advertising	✓	✓	✓	✓	4X
Brochures	✓	-	✓	✓	3X
Point of purchase	✓	-	✓	✓	3X
Product advertising in newspapers	-	-	✓	✓	2X
Product advertising in magazines	✓	✓	-	-	2X
Company magazine	-	✓	✓	-	2X
Product packaging	-	-	✓	✓	2X
Product advertising in print	✓	-	-	-	1X
Brand's Summer Camp tuition books	✓	-	-	-	1X
Posters	-	✓	-	-	1X
Company direct mailings	-	-	-	✓	1X
Promotional girls	-	✓	-	-	1X
Company seminars	-	-	-	✓	1X
Drug store owners	-	✓	-	-	1X
Salesmen	-	-	-	✓	1X
Family recommendation	-	-	✓	-	1X
Information from friends	✓	-	-	-	1X
Information from senior students	✓	-	-	-	1X
Own recommendation to friends	-	-	-	✓	1X
Own recommendation to family and elders	-	-	✓	-	1X
Factors for program symbolism	**A**	**B**	**C**	**D**	**Total**
The program name	✓	✓	✓	✓	4X
Well-known lecturers	✓	✓	✓	✓	4X
Free participation	✓	✓	✓	✓	4X
Colour motif	✓	✓	✓	✓	4X
The program logo	✓	✓	✓	-	3X
Tuition books	✓	✓	-	✓	3X
Tuition contents	✓	✓	-	✓	3X
Tuition class at the Kasetsart University	✓	✓	-	✓	3X
Television sattelite tuition	✓	-	✓	✓	3X
The name of the Kasetsart University	-	✓	-	✓	2X
Systematic organization	✓	✓	-	-	2X
Location	✓	-	-	-	1X
Benefits to society	✓	-	-	-	1X
Easy participation	-	✓	-	-	1X
Product package	-	-	-	✓	1X
Security	-	-	-	✓	1X
Factors for staff and management behaviours	**A**	**B**	**C**	**D**	**Total**
Management bahaviour	-	-	-	-	-
Staff behaviour	**A**	**B**	**C**	**D**	**Total**
Good service	✓	✓	-	✓	3X
Smiling faces	✓	-	-	-	1X
Cheerfulness	✓	-	-	-	1X
Kindness	✓	-	-	-	1X
Competence	✓	-	-	-	1X

Factors for the program communications (Know of the program from)	A	B	C	D	Total
Friends	✓	✓	-	✓	3X
Teachers	✓	✓	-	✓	3X
Television	-	✓	✓	✓	3X
Radio	-	✓	✓	✓	3X
Newspaper	-	✓	✓	✓	3X
Brochures	✓	-	✓	✓	3X
Alumni	✓	✓	-	-	2X
Children	-	-	✓	✓	2X
Company magazines	-	-	✓	✓	2X
Posters	✓	✓	-	-	2X
The Internet	✓	-	-	✓	2X
Family	-	✓	-	-	1X
Banner	-	✓	-	-	1X
Company seminars	-	-	-	✓	1X
Point of purchase	-	-	-	✓	1X
Key success factors	**A**	**B**	**C**	**D**	**Total**
Lecturers	✓	✓	✓	✓	4X
Word-of-mouth advertising from teachers	✓	✓	✓	✓	4X
Free participation	✓	✓	✓	✓	4X
Tuition content	✓	✓	-	✓	3X
Tuition books	✓	✓	-	✓	3X
Word-of-mouth advertising from friends	✓	✓	-	✓	3X
Word-of-mouth advertising from alimni	✓	✓	✓	-	3X
Easy participation	✓	✓	-	-	2X
Television advertising	-	-	✓	✓	2X
Advertising in newspapers	-	-	✓	✓	2X
Well-known program name	-	-	✓	✓	2X
Brochures	-	-	✓	✓	2X
Television sattelite tuition	✓	-	-	-	1X
Number of participants	-	-	✓	-	1X
Advertising in radio	-	-	✓	-	1X
PR news	-	-	✓	-	1X
Word-of-mouth advertising from students	-	-	✓	-	1X
Word-of-mouth advertising from family	-	-	-	✓	1X
Respondent's attitudes	**A**	**B**	**C**	**D**	**Total**
Feel good about the company	✓	✓	✓	✓	4X
Build a good company image	✓	✓	✓	✓	4X
Make the product more well-known	✓	✓	✓	✓	4X
Buy the product	✓	✓	✓	✓	4X
Make the company more well-known	✓	✓	✓	-	3X
Build a good product image	-	✓	✓	-	2X
Consume the product more	-	✓	-	✓	2X
Feel good about the company staff	✓	-	-	-	1X
Feel good about the product	-	-	-	✓	1X
Increase product credibility	-	-	✓	-	1X
Recommend the product to others	-	-	-	✓	1X

Source: focus group interviews

Appendix 4.1

Comparison of survey methods

Items	Survey Methods			
	Personal interview	Telephone interview	Mail survey	E-mail survey
Dimensions*				
Benefits of mail questionnaires				
1. Cost	-	-	+	+
2. Respondent anonymity	-	-	+	+
3. Dealing with sensitive issues	-	-	+	+
4. Opportunity for respondents to think about questions	-	-	+	+
5. Contact with hard-to-reach respondents	-	-	+	+
6. Wide geographic coverage without increase in cost	-	-	+	+
7. Potential for interviewer bias	-	-	+	+
8. Staff / facilities required	-	-	+	-
9. Nonresponse caused by the respondent not being at home	-	-	+	+
10. Directions/software instruction for progression through the process	+	+	+	-
11. Computer security	+	+	+	-
Limitations of mail questionnaires				
1. Response rate	+	+	-	-
2. Item nonresponse	+	+	-	-
3. Dealing with complex topics	+	-	-	-
4. Enlisting respondent cooperation	+	+	-	-
5. Interviewer involvement in data collection	+	+	-	-

* + indicates relative strenght; - indicates relative weakness

Source: developed for this research utilizing data from Cooper and Schindler (2001), Kinnear and Taylor (1996), Sekaran (2000), Stevens et al. (2000) and Zikmund (1997)

Appendix 4.2

Survey instrument used in stage two of the research – mail survey

The following questionnaire was sent to the selected Cerebos's customers to collect data necessary for stage two of the research.

Section A – Introduction

A1. Have you heard of Cerebos (Thailand) Limited? *(Please tick **one box only**.)*

☐ **Yes**
☐ **No**

A2. Have you heard of Brand's Educational Summer Camp program? *(Please tick **one box only**.)*

☐ **Yes**
☐ **No (Go to** F 1**)**

A3. Have you, or someone you know, participated in the Brand's Educational Summer Camp program? *(Please tick **one box only**.)*

☐ **I was a participant.**
☐ **I have a relative or friend who participated in the program.**
☐ **I have children who participated in the program.**
☐ **None of the above** (*Go to **B1***)

A4. The most important source of information in my / my child / friend / relative participation in the Brand's Educational Summer Camp program was …
*(Please **tick one box only.**)*

☐ **Recommendation from teachers.**
☐ **Recommendation from fellow alumni.**
☐ **Recommendation from friends.**
☐ **Recommendation from family.**
☐ **Own decision from advertising.**
☐ **Don't know**
☐ **Other (***Please specify***)**_______________

Section B - Brand's Educational Summer Camp Program Communications

For each of the following statements, please tick the box which best describes the level of influence each source has had on you by ticking the appropriate box using the following scale.

5 = Very high
4 = High
3 = Medium
2 = Low
1 = Very low
0 = don't receive

You have become aware of the *Brand's Educational Summer Camp Program* through the following sources. Please rate the level of influence from very high to none.

No.	Questions	Very High 5	High 4	medium 3	Low 2	Very low 1	Don't receive 0
B1	Friends						
B2	Teachers						

No.	Questions	Very High 5	High 4	medium 3	Low 2	Very low 1	Don't receive 0
B3	Alumni						
B4	Children						
B5	Relatives						
B6	Cerebos staff						
B7	Retail shop owners						
B8	Television						
B9	Radio						
B10	Newspapers						
B11	The program's brochure						
B12	The program's posters						
B13	The program's banners						
B14	Cerebos magazine						
B15	The Internet						
B16	Company seminars						
B17	Other (*please specify*)						

Section C - Brand's Educational Summer Camp Program

For each of the following statements, please tick the box which best describes your opinion. ***(Please rate your level of agreement or disagreement by ticking the appropriate box using the following scale.)***

5 = Strongly agree
4 = Tend to agree
3 = Undecided
2 = Tend to disagree
1 = Strongly disagree

When mentioning *Brand's Educational Summer Camp Program*, I immediately associate it with…

No.	Questions	Strongly agree 5	Tend to agree 4	Undecided 3	Tend to disagree 2	Strongly disagree 1
C1	**The name of the program.**					
C2	**The Brand's Educational Summer Camp Program's logo.**					
C3	**The colour motif of the Brand's Educational Summer Camp Program logo.**					
C4	**A set of good tuition books.**					
C5	**A group of well-known lecturers**					
C6	**The use of Kasetsart University for tuition classes.**					
C7	**The use of the satellite system for tuition classes.**					
C8	**A lot of Brand's Educational Summer Camp Program advertising**					

No.	Questions	Strongly agree 5	Tend to agree 4	Undecided 3	Tend to disagree 2	Strongly disagree 1
C9	**The Brand's Educational Summer Camp's free participation.**					
C10	**The Brand's Educational Summer Camp's a long time establishment.**					
C11	**The Brand's Educational Summer Camp's benefits to students in preparing themselves for the entrance exam.**					
C12	**Brand's Educational Summer Camp Program's benefits to society.**					

How do you feel about the management the *Brand's Educational Summer Camp Program?*

No.	Questions	Strongly agree 5	Tend to agree 4	Undecided 3	Tend to disagree 2	Strongly disagree 1
C13	**Management gives high priority to the program so that it can be regularly implemented for the long term.**					
C14	**Management realizes the importance of education.**					
C15	**Cerebos management's support has contributed to the Brand's Educational Summer Camp Program's success.**					
C16	**Management has a good relationship with governmental and private organizations which join the program.**					

How do you feel about the staff of the *Brand's Educational Summer Camp Program?* *(If you **were not** participated in or **don't** know anybody participation in this program, please **skip to D1**)*

No.	Questions	Strongly agree 5	Tend to agree 4	Undecided 3	Tend to disagree 2	Strongly disagree 1
C17	**The Brand's Educational Summer Camp program's staff provide a good service.**					
C18	**The Brand's Educational Summer Camp program's staff are cheerful**					
C19	**The Brand's Educational Summer Camp program's staff always have smiling faces.**					
C20	**The Brand's Educational Summer Camp program's staff take good care of participants.**					

Section D – Company communications.

For each of the following statements, please tick the box which best describes the level of influence these sources have had on you by ticking the appropriate box using the following scale.

5 = Very high
4 = High
3 = Medium
2 = Low
1 = Very low
0 = don't receive

You have become aware of *the Cerebos company* and *Brand's products* from the following sources. Please rate the level of influence from very high to none.

No.	Questions	Very High 5	High 4	medium 3	Low 2	Very low 1	Don't receive 0
D 1	Friends						
D 2	Elders						
D 3	Alumni						
D 4	Family						
D 5	Cerebos staff						
D 6	Retail shop owners						
D 7	Television						
D 8	Radio						
D 9	Newspapers						
D 10	Magazines						
D11	Brochures						
D12	Posters						
D13	Banners						
D14	Cerebos website						
D15	The program tuition books						
D16	Company product packaging						
D17	Promotional girls						
D18	The company magazine						
D19	Company direct mailings						
D20	The company seminars						
D21	Other (*please specify*)						

Section E – Attitude towards the company

For each of the following statements, please tick the box which best describes your opinion. ***(Please rate your level of agreement or disagreement by ticking the appropriate box using the following scale.)***

5 = Strongly agree
4 = Tend to agree
3 = Undecided
2 = Tend to disagree
1 = Strongly disagree

Please think about the following statements in relation to *the Cerebos company*, which manufactures the Brand's products, in general.

No.	Questions	Strongly agree 5	Tend to agree 4	Undecided 3	Tend to disagree 2	Strongly disagree 1
E1	**Cerebos is a long-established company.**					
E2	**Cerebos offers a variety of well-known products.**					
E3	**Cerebos produces quality products.**					

No.	Questions	Strongly agree 5	Tend to agree 4	Undecided 3	Tend to disagree 2	Strongly disagree 1
E4	**Cerebos carries out a lot of product advertising.**					
E5	**Cerebos has strong company management.**					
E6	**Cerebos is concerned about their customers.**					
E7	**Cerebos has sponsored many social contribution programs.**					
E8	**Cerebos supports more social contribution activities than their competitors.**					
E9	**Cerebos' name makes me believe in the Brand's Educational Summer Camp Program's benefits to society.**					
E10	**I am generally satisfied with most of the Brand's products I buy.**					

Please think about the following statements in relation to what you have heard about ***Cerebos*. Please rate your level of agreement with these statements.**

No.	Questions	Strongly agree 5	Tend to agree 4	Undecided 3	Tend to disagree 2	Strongly disagree 1
E11	**I like the Cerebos company from what I have heard about them.**					
E12	**I feel more familiar with Brand's products.**					
E13	**I want to recommend the Cerebos's products to others.**					
E14	**I feel a close relationship with the Cerebos company.**					
E15	**I feel good toward the Cerebos's products.**					
E16	**I feel that the Cerebos's product quality is better than competing products.**					
E17	**I feel *negatively* toward the Cerebos company.**					
E18	**I feel good toward Cerebos's staff.**					
E19	**The employees of Cerebos company are well trained.**					
E20	**I feel good toward Cerebos's management.**					

Section F – Demographic Details

F1. What is your gender? *(Please tick **one box only**.)*

☐ **Male**

☐ **Female**

F2. What is your birth year. *(Please specify)* ☐ ☐ ☐ ☐

F3. Which of the following best describes your marital status? *(Please tick **one box only**.)*

☐ **Single/never married**

☐ **Married/defacto**

☐ **Other** (*please specify*)______________

F4. Do you have any children? *(Please tick **one box only**.)*

☐ **Yes**

☐ **No** (*Go to **F6***)

F5. How many children do you have? (*Please specify the **number** in each age group.)*

Age range	***Number***
Under 6 years old	
6-12 years old	
13-16 years old	
Over 17 years old	

F6. Which of the following best describes your highest level of education completed? (*Please tick **one box only**.)*

☐ Primary school (P1-P6)

☐ Secondary school (M1-M3)

☐ High school (M4-M5)

☐ Community College/ technical school/ vocational school or equivalent

☐ Bachelor's degree

☐ Master's degree or higher

☐ Other (please specify)_____________

F7. Please indicate which income range best represents your income per month. *(Please tick **one box only**.)*

☐ **No income**

☐ **Less than 10,000 Baht**

☐ **10,000-19,999 Baht**

☐ **20,000-34,999 Baht**

☐ **More than 35,000 Baht**

F8. We really appreciate your help with this questionnaire. Finally, we would like any feedback or thoughts that may be relevant and aid in our study. (If you need more space, please attach an additional sheet.)

____

____

____

____

____

____

____

____

____

____

Your contribution to this survey is very greatly appreciated and will help to improve the Brand's Educational Summer Camp program activities next year. Thank you very much for your assistance.

After receiving your completed questionnaire, you will be entered in a lucky draw and the researcher will also donate 50 Baht to the Pediatric Cancer Fund to help children who suffer from cancer.

After completing all questions, please fold the questionnaire in half so that the return address is showing and mail to:

(Reply paid 3 Baht)
Attention Mr. Apisit Chattananon
Brand's Educational Summer Camp program
Cerebos (Thailand) Limited, 15 th Floor, Kian Gwan Building 2,
140/1 Wireless Rd., Patumwan, Bangkok 10330

Appendix 4.3

Item analysis – pre-test stage

Table 4.3.1: Item-total statistics for program communications

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
B1	.4748	.8850
B2	.5879	.8802
B3	.5881	.8802
B4	.4327	.8864
B5	.5276	.8827
B6	.5637	.8812
B7	.5967	.8807
B8	.2733	.8911
B9	.4842	.8843
B10	.6396	.8785
B11	.6632	.8773
B12	.5816	.8808
B13	.6405	.8784
B14	.4966	.8842
B15	.6477	.8780
B16	.5187	.8832

Alpha = .8886, N of case = 173
Source: analysis of field data

Table 4.3.2: Item-total statistics for program symbolism

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
C1	.2793	.7826
C2	.4861	.7632
C3	.4039	.7716
C4	.5421	.7573
C5	.5508	.7569
C6	.3778	.7751
C7	.3740	.7770
C8	.2809	.7853
C9	.4003	.7720
C10	.4351	.7690
C11	.4882	.7633
C12	.5417	.7600

Alpha = .7847, N of case = 198
Source: analysis of field data

Table 4.3.3: Item-total statistics for staff and management behaviour

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
C13	.5437	.6906
C14	.5334	.6922
C15	.5487	.6904
C16	.6561	.6674
C17	.6581	.6649
C18	.6042	.6761
C19	.5642	.6847
C20	-.1723	.8626

Alpha = .7368, N of case = 207
Source: analysis of field data

Table 4.3.4: Item-total statistics for societal marketing program identity

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
B1	.4493	.8926
B2	.5464	.8901
B3	.5556	.8899
B4	.3837	.8940
B5	.5052	.8911
B6	.5236	.8907
B7	.4936	.8912
B8	.2084	.8964
B9	.3784	.8936
B10	.6140	.8889
B11	.6226	.8885
B12	.6305	.8885
B13	.6829	.8872
B14	.4691	.8921
B15	.5797	.8894
B16	.4656	.8922
C1	.0804	.8962
C2	.4163	.8931
C3	.3396	.8939
C4	.3783	.8935
C5	.3686	.8936
C6	.3344	.8939
C7	.3995	.8930
C8	.3271	.8940
C9	.3047	.8942
C10	.3698	.8937
C11	.2868	.8945
C12	.3510	.8939
C13	.4710	.8927
C14	.4506	.8930
C15	.3629	.8938
C16	.4808	.8926
C17	.4824	.8926
C18	.4804	.8926
C19	.4469	.8929
C20	.0006	.8985

Alpha = .8953, N of case = 160
Source: analysis of field data

Table 4.3.5: Item-total statistics for corporate marketing communications

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
D1	.4899	.9049
D2	.4630	.9056
D3	.5684	.9030
D4	.4948	.9049
D5	.6369	.9011
D6	.6452	.9009
D7	.4530	.9057
D8	.5716	.9030
D9	.5882	.9027
D10	.6326	.9015
D11	.6648	.9007
D12	.6350	.9015
D13	.6564	.9008
D14	.5239	.9041
D15	4697	.9056
D16	.5540	.9033
D17	.6831	.9001
D18	.5323	.9040
D19	.4151	.9074
D20	.3565	.9093

Alpha = .9079, N of case = 195
Source: analysis of field data

Table 4.3.6: Item-total statistics for attitude towards company

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
E1	.5850	.8924
E2	.5595	.8931
E3	.7359	.8886
E4	.3464	.8985
E5	.6225	.8910
E6	.6886	.8896
E7	.5903	.8920
E8	.6552	.8898
E9	.5946	.8920
E10	.6808	.8898
E11	.6671	.8900
E12	.4801	.8950
E13	.5986	.8918
E14	.5756	.8924
E15	.5387	.8935
E16	.6086	.8913
E17	-.4484	.9251
E18	.5858	.8921
E19	.5905	.8922
E20	.6665	.8897

Alpha = .8986, N of case = 200
Source: analysis of field data

Appendix 4.4

Pre-notify postcard, cover letter, follow-up postcard and follow-up letter Stage two of the research – mail survey

4.4.1 Pre-notify postcard

The following pre-notify postcard was sent to the selected Cerebos's customers in the first mailing.

Apisit Chattananon
Diethelm & Co., Ltd.
Phone 662-332-6121
Fax 662-332-6129

November 7, 2002

How does Brand's Educational Summer Camp program make you feel?

Dear Sir/Madame

Please be informed that you are kindly requested to participate in our doctoral research of the student of the University of Southern Queensland, Australia, on the above topic. The questionnaire will be sent to you in the next few days. Please take a few minutes to respond. The information resulting from this research will be held in strict confidence and use only to gather data for a doctoral study and to improve the program.

Should you have any queries about this questionnaire, please do not hesitate to contact me at 02-332-6121. Thank you once again for your valuable assistance with this research.

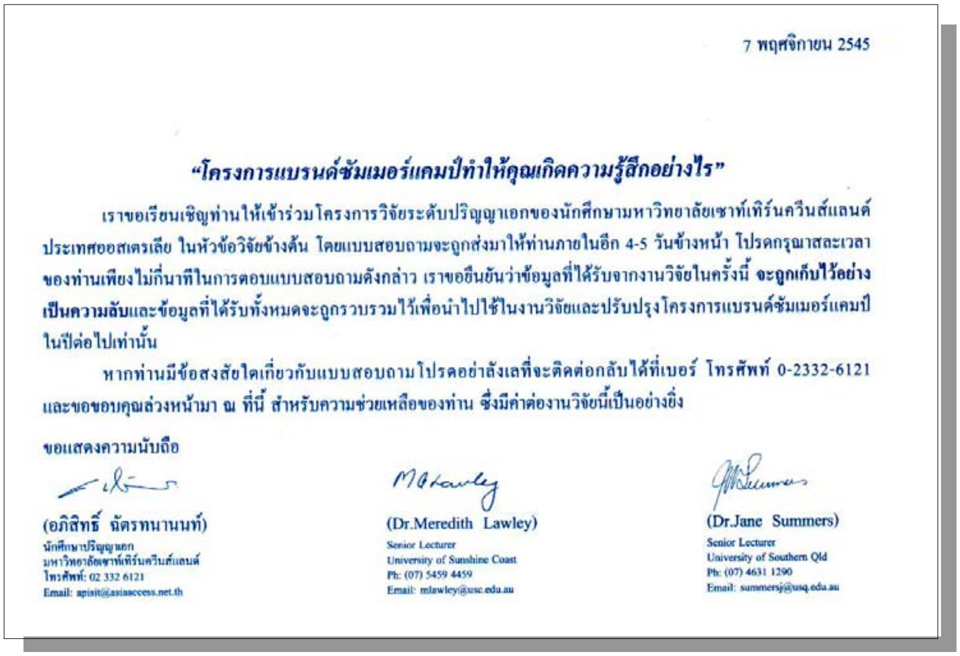
Yours sincerely

Apisit Chattananon
Professional Relations Department
DIETHELM & CO., LTD
Ph: 02 332 6121
Email: apisit@asiaaccess.net.th

Dr Meredith Lawley
Senior Lecturer
University of Sunshine Coast
Ph: (07) 5459 4459
Email: mlawley@usc.edu.au

Dr Jane Summers
Senior Lecturer
University of Southern Qld
Ph: (07) 4631 1290
Email: summersj@usq.edu.au

Pre-notify postcard (Thai version)



7 พฤศจิกายน 2545

"โครงการแบรนด์ซัมเมอร์แคมป์ทำให้คุณเกิดความรู้สึกอย่างไร"

เราขอเรียนเชิญท่านให้เข้าร่วมโครงการวิจัยระดับปริญญาเอกของนักศึกษามหาวิทยาลัยเซาท์เทิร์นควีนส์แลนด์ ประเทศออสเตรเลีย ในหัวข้อวิจัยข้างต้น โดยแบบสอบถามจะถูกส่งมาให้ท่านภายในอีก 4-5 วันข้างหน้า โปรดกรุณาสละเวลาของท่านเพียงไม่กี่นาทีในการตอบแบบสอบถามดังกล่าว เราขอยืนยันว่าข้อมูลที่ได้รับจากงานวิจัยในครั้งนี้ **จะถูกเก็บไว้อย่างเป็นความลับ**และข้อมูลที่ได้รับทั้งหมดจะถูกรวบรวมไว้เพื่อนำไปใช้ในงานวิจัยและปรับปรุงโครงการแบรนด์ซัมเมอร์แคมป์ในปีต่อไปเท่านั้น

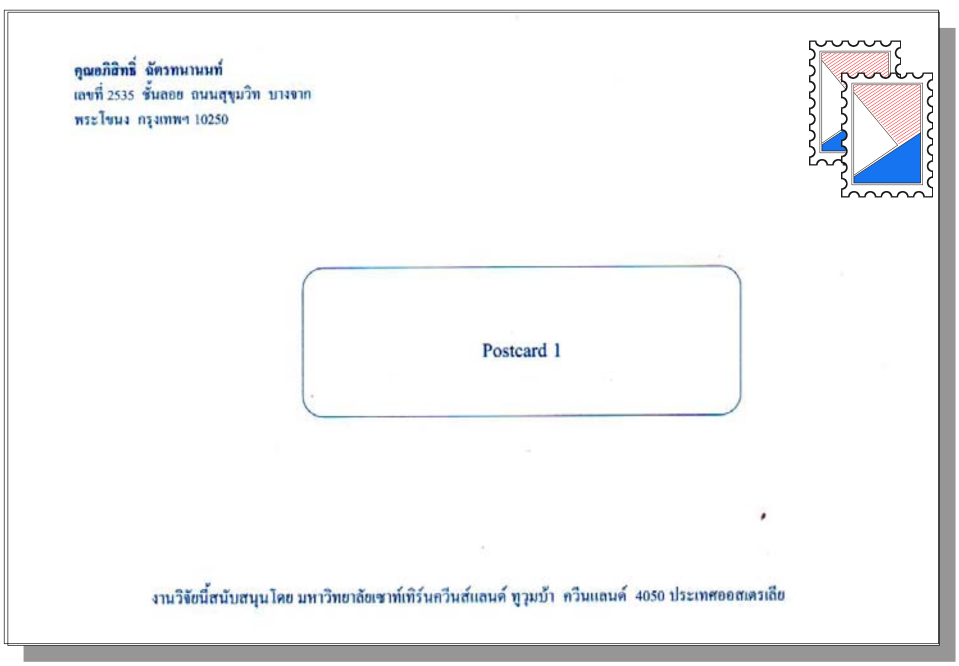
หากท่านมีข้อสงสัยใดเกี่ยวกับแบบสอบถามโปรดอย่าลังเลที่จะติดต่อกลับได้ที่เบอร์ โทรศัพท์ 0-2332-6121 และขอขอบคุณล่วงหน้ามา ณ ที่นี้ สำหรับความช่วยเหลือของท่าน ซึ่งมีค่าต่องานวิจัยนี้เป็นอย่างยิ่ง

ขอแสดงความนับถือ

(อภิสิทธิ์ ฉัตรทนานนท์)
นักศึกษาปริญญาเอก
มหาวิทยาลัยเซาท์เทิร์นควีนส์แลนด์
โทรศัพท์: 02 332 6121
Email: apisit@asiaaccess.net.th

(Dr.Meredith Lawley)
Senior Lecturer
University of Sunshine Coast
Ph: (07) 5459 4459
Email: mlawley@usc.edu.au

(Dr.Jane Summers)
Senior Lecturer
University of Southern Qld
Ph: (07) 4631 1290
Email: summersj@usq.edu.au



คุณอภิสิทธิ์ ฉัตรทนานนท์
เลขที่ 2535 ชั้นลอย ถนนสุขุมวิท บางจาก
พระโขนง กรุงเทพฯ 10250

Postcard 1

งานวิจัยนี้สนับสนุนโดย มหาวิทยาลัยเซาท์เทิร์นควีนส์แลนด์ ทูวูมบ้า ควีนแลนด์ 4050 ประเทศออสเตรเลีย

4.4.2 Cover letter to samples

The following letter was sent to the selected Cerebos's customers exactly one week after the first mailing. It was accompanied by a copy of the questionnaire, a copy of the nutrition guideline book and a reply paid envelope.

Apisit Chattananon
Diethelm & Co., Ltd.
Phone 662-332-6121
Fax 662-332-6129

This research is supported by
The University of Southern Queensland
Toowoomba, Queensland 4350
Australia

2535 Sukhumvith Rd.,
Bangjak, Prakanong,
Bangkok, 10250, Thailand
Telephone: 02-332-6121
Facsimile: 02-332-6129

November 14, 2002

How does Brand's Educational Summer Camp program make you feel?

Dear Sir/Madame

We request only a few minutes of your time to complete the enclosed questionnaire on what you think about Cerebos (Thailand) Limited and the Brand's Educational Summer Camp program. The information resulting from this research will be of value in improving this program. Additionally, it will benefit Thai society in motivating other businesses to implement more programs like this to improve our community.

The questionnaire has been designed to be completed quickly and easily within around 10 minutes. The questions can be answered simply by ticking the appropriate box. Please do not be alarmed at the apparent size of the questionnaire. You will be guided through the questions.

Please be assured that your responses will be held in strict confidence and used only to gather data for a doctoral thesis. The information, which you provide, is vital in ensuring a successful and useful outcome to this research.

- Therefore, we have enclosed a complementary copy of 'The Nutrition Guidebook' as a special gift to show our appreciation for your input.
- Additionally, if you complete the questionnaire and return it in the reply-paid envelope provided **prior to November 27, 2002**, **you will be entered in a lucky draw for the prize of a 15-gram gold chain (value 7,000 Baht).**
- **Moreover, we will donate 50 Baht to the Pediatric Cancer Fund to help children who suffer from cancer.** If you take a few minutes today to response, you can help not only a child but also to contribute to our understanding of societal marketing programs in Thailand.

Should you have any queries about this questionnaire, please do not hesitate to contact me at 02-332-6121. Thank you once again for your valuable assistance with this research.

Yours sincerely

Apisit Chattananon
Professional Relations Department
DIETHELM & CO., LTD
Ph: 02 332 6121
Email: apisit@asiaaccess.net.th

Dr Meredith Lawley
Senior Lecturer
University of Sunshine Coast
Ph: (07) 5459 4459
Email: mlawley@usc.edu.au

Dr Jane Summers
Senior Lecturer
University of Southern Qld
Ph: (07) 4631 1290
Email: summersj@usq.edu.au

If you are unable to get a satisfactory response about this research after contacting either the researcher or their academic supervisor, please feel free to contact the Secretary, University Research and Higher Degrees Committee, University of Southern Queenland, PO Box Darling Heights, Toowoomba, Queenland 4350, Australia. Phone no. (61) 746 312866.

4.4.3 First follow-up postcard to samples

The following postcard was sent to the selected Cerebos's customers exactly one week after the second mailing. Its purpose was to either thank those who had already responded or remind non-respondents to complete the questionnaire.

Apisit Chattananon
Diethelm & Co., Ltd.
Phone 662-332-6121
Fax 662-332-6129

November 21, 2002

How does Brand's Educational Summer Camp program make you feel?

Dear Sir/Madam

We hope by now you have had a chance to look through the questionnaire and taken a few minutes to complete it. Please remember that if you return the questionnaire prior to November 27, 2002, you will be entered in a lucky draw for a chance to win a 15-gram gold chain valued at 7,000 Baht. If you have already done so, please be assured that we will donate 50 Baht on your behalf to the Pediatric Cancer Fund.

We appreciate your assistance in answering this questionnaire and look forward to receiving you reply.

Yours sincerely

Apisit Chattananon
Professional Relations Department
DIETHELM & CO., LTD
Ph: 02 332 6121
Email: apisit@asiaaccess.net.th

Dr Meredith Lawley
Senior Lecturer
University of Sunshine Coast
Ph: (07) 5459 4459
Email: mlawley@usc.edu.au

Dr Jane Summers
Senior Lecturer
University of Southern Qld
Ph: (07) 4631 1290
Email: summersj@usq.edu.au

First follow-up postcard to samples (Thai version)

21 พฤศจิกายน 2545

"โครงการแบรนด์ซัมเมอร์แคมป์ทำให้คุณเกิดความรู้สึกอย่างไร"

เราหวังว่าท่านจะได้มีโอกาสอ่านแบบสอบถามและได้สละเวลาตอบแบบสอบถามนั้นกลับมาแล้ว หากท่านได้ตอบแบบสอบถามกลับมาก่อนวันที่ 27 พฤศจิกายน 2545 นี้ **ท่านจะมีสิทธิ์ลุ้นรับโชคในการจับรางวัล ทองคำหนัก 1 บาท** (มูลค่าประมาณ 7,000 บาท) นอกจากนั้นผู้วิจัยยังจะนำเงินจำนวน **50 บาทบริจาคให้ "กองทุนโรคมะเร็งในเด็กในพระอุปถัมภ์พระเจ้าวรวงศ์เธอ พระองค์เจ้าโสมสวลี พระวรราชาทินัดดามาตุ"** ในนามของท่านอีกด้วย

ทั้งนี้เรากำลังรอการส่งแบบสอบถามของท่านกลับคืนมา และขอขอบพระคุณล่วงหน้ามา ณ ที่นี้ สำหรับความกรุณาในการตอบแบบสอบถามของท่าน

ขอแสดงความนับถือ

(อภิสิทธิ์ ฉัตรทนานนท์)
นักศึกษาปริญญาเอก
มหาวิทยาลัยเซาท์เทิร์นควีนส์แลนด์
โทรศัพท์: 02 332 6121
Email: upisit@asiaaccess.net.th

(Dr.Meredith Lawley)
Senior Lecturer
University of Sunshine Coast
Ph: (07) 5459 4459
Email: mlawley@usc.edu.au

(Dr.Jane Summers)
Senior Lecturer
University of Southern Qld
Ph: (07) 4631 1290
Email: summersj@usq.edu.au

คุณอภิสิทธิ์ ฉัตรทนานนท์
เลขที่ 2535 ชั้นลอย ถนนสุขุมวิท บางจาก
พระโขนง กรุงเทพฯ 10250

Postcard 2

งานวิจัยนี้สนับสนุนโดย มหาวิทยาลัยเซาท์เทิร์นควีนส์แลนด์ ทูวูมบ้า ควีนแลนด์ 4050 ประเทศออสเตรเลีย

4.4.4 Second follow-up letter to samples

The following letter was sent to non-respondents exactly two weeks after the first follow-up. It was accompanied by a copy of the questionnaire and a reply paid envelope.

Apisit Chattananon
Diethelm & Co., Ltd.
Phone 662-332-6121
Fax 662-332-6129

This research is supported by
The University of Southern Queensland
Toowoomba, Queensland 4350
Australia

2535 Sukhumvith Rd.,
Bangjak, Prakanong,
Bangkok, 10250, Thailand
Telephone: 02-332-6121
Facsimile: 02-332-6129

December 5, 2002

How does Brand's Educational Summer Camp program make you feel?

You may have already received, completed and returned this questionnaire on what you think about Cerebos (Thailand) Limited after implementing the Brand's Educational Summer Camp program. If so, thank you very much and please ignore this letter.

However if you have not yet had a chance to complete the questionnaire, please take about ten minutes of your time to do so. Your efforts will help us in improving this program. Additionally, it will benefit Thai society in motivating other businesses to implement more programs like this to improve our community.

Very little effort is required to complete the questionnaire as most of the questions can be answered simply by ticking the appropriate box. **Also your responses will be held in strict confidence** and used only to gather data for a doctoral thesis.

The information, which you provide, is vital in ensuring a successful and useful outcome to this research.

- Therefore, if you complete the questionnaire and return it in the reply-paid envelope provided **prior to December 17, 2002, you will be entered in a lucky draw for the prize of a 15-gram gold chain (value 7,000 Baht).**
- Additionally, **we will donate 50 Baht to the Pediatric Cancer Fund to help children who suffer from cancer.**

Please take a few minutes today to help a child and to contribute to our understanding of societal marketing programs in Thailand. Thank you once again for taking the time to respond.

Yours sincerely

Apisit Chattananon
Professional Relations Department
DIETHELM & CO., LTD
Ph: 02 332 6121
Email: apisit@asiaaccess.net.th

Dr Meredith Lawley
Senior Lecturer
University of Sunshine Coast
Ph: (07) 5459 4459
Email: mlawley@usc.edu.au

Dr Jane Summers
Senior Lecturer
University of Southern Qld
Ph: (07) 4631 1290
Email: summersj@usq.edu.au

If you are unable to get a satisfactory response about this research after contacting either the researcher or their academic supervisor, please feel free to contact the Secretary, University Research and Higher Degrees Committee, University of Southern Queensland, PO Box Darling Heights, Toowoomba, Queenland 4350, Australia. Phone no. (61) 746 312866.

Appendix 5.1

Number and percentage of respondent sampling and Cerebos 2001customer database groups by age and gender

Table 5.1.1: Number and percentage of respondent sampling and Cerebos 2001 customer database groups by age

Age	Group					
	Respondent*		Mailing out		Cerebos 2001 customer database	
	Number	%	Number	%	Number	%
15-21	81	8.7	273	9.1	8132	8.8
22-29	264	28.3	759	25.3	21359	23.2
30-45	479	51.3	1650	55.0	44670	48.5
> 46	110	11.8	318	10.6	17950	19.5
Total	934	100.0	3000	100.0	92111	100.0

** Respondent group shows the respondents who have heard of the program.*
Source: developed for this research (2001) and Cerebos 2001 customer database

Table 5.1.2: Number and percentage of respondent sampling and Cerebos 2001 customer database groups by gender

Age	Group					
	Respondent*		Mailing out		2001 Cerebos customer database	
	Number	%	Number	%	Number	%
Male	277	29.3	1149	38.3	40048	43.5
Female	668	70.7	1851	61.7	52063	56.5
Total	945	100.0	3000	100.0	92111	100.0

** Respondent group shows the respondents who have heard of the program.*
Source: developed for this research (2001) and Cerebos 2001 customer database

Appendix 5.2

A trend analysis for test of nonresponse error

Table 5.2.1: Number and percentage of respondent group

Respondent group	Number	Percent
First half group*	453	47.9
Second half group**	493	52.1
Total	946	100

* Respondents from Nov 18-25,2002
** Respondents from Nov 26, 2002 - Dec 16, 2002.
Source: analysis of field data

Table 5.2.2: Number and percentage of respondent group by gender

Gender	Respondent group					
	First half *		Second half**		Total	
	Number	%	Number	%	Number	%
Male	132	47.7	145	52.3	277	100
Female	320	47.9	348	52.1	668	100
Total	452	47.8	493	52.2	945	100

$\chi 2 = .005$, df = 1, p = .944
* Respondents from Nov 18-25,2002
** Respondents from Nov 26, 2002 - Dec 16, 2002.
Source: analysis of field data

Table 5.2.3: Number and percentage of respondent group by age

Age range	Respondent group					
	First half *		Second half**		Total	
	Number	%	Number	%	Number	%
15 - 21	41	50.6	40	49.4	81	100
22 – 29	129	48.9	135	51.1	264	100
30 – 45	227	47.4	252	52.6	479	100
> 46	50	45.5	60	54.5	110	100
Total	447	47.9	487	52.1	934	100

$\chi 2 = .651$, df = 3, p = .885
* Respondents from Nov 18-25,2002
** Respondents from Nov 26, 2002 - Dec 16, 2002.
Source: analysis of field data

Table 5.2.4: Number and percentage of respondent group by marital status

Marital status	Respondent group					
	First half *		Second half**		Total	
	Number	%	Number	%	Number	%
Single	249	50.5	244	49.5	493	100
Married	198	45.0	242	55.0	440	100
Other	5	41.7	7	58.3	12	100
Total	452	47.8	493	52.2	945	100

$\chi 2 = 3.011$, df = 2, p = .222
* Respondents from Nov 18-25,2002
** Respondents from Nov 26, 2002 - Dec 16, 2002.
Source: analysis of field data

Table 5.2.5: Number and percentage of respondent group by having child

Having child	Respondent group					
	First half *		Second half**		Total	
	Number	%	Number	%	Number	%
Yes	186	45.9	219	54.1	405	100
No	266	49.3	274	50.7	540	100
Total	452	47.8	493	52.2	945	100

$\chi 2 = 1.031$, df = 1, p = .310
* Respondents from Nov 18-25,2002
** Respondents from Nov 26, 2002 - Dec 16, 2002.
Source: analysis of field data

Table 5.2.6: Number and percentage of respondent group by educational level

Educational level	Respondent group					
	First half *		Second half**		Total	
	Number	%	Number	%	Number	%
Primary school	19	35.8	34	64.2	53	100
Secondary school	22	40.7	32	59.3	54	100
High school	66	49.6	67	50.4	133	100
Vocational school	71	53.8	61	46.2	132	100
Bachelor's degree	238	48.1	257	51.9	495	100
Master's degree or higher	34	46.6	39	53.4	73	100
Total	450	47.9	490	52.1	940	100

$\chi 2 = 6.243$, df = 5, p = .283
* Respondents from Nov 18-25,2002
** Respondents from Nov 26, 2002 - Dec 16, 2002.
Source: analysis of field data

Table 5.2.7: Number and percentage of respondent group by income level

Educational level	Respondent group					
	First half *		Second half**		Total	
	Number	%	Number	%	Number	%
No income	50	49.0	52	51.0	102	100
< 10,000	138	47.3	154	52.7	292	100
10,000 – 19,999	150	48.5	159	51.5	309	100
20,000 – 34,999	75	47.8	82	52.2	157	100
> 35,000	39	47.0	44	53.0	83	100
Total	452	47.9	491	52.1	943	100

$\chi 2 = .179$, df = 4, p = .996

* Respondents from Nov 18-25,2002

** Respondents from Nov 26, 2002 - Dec 16, 2002.

Source: analysis of field data

Appendix 5.3

The skewness and kurtosis statistics of the observed variables in path analysis

Table 5.3.1: Test of univariate normality for continuous variables of all variables

Observed variables	Mean	SD.	Skewness	kurtosis	Skewness Z-Score	Skewness P-Value	Kurtosis Z-Score	Kurtosis P-Value	Skewness and Kurtosis Chi-Square	Skewness and Kurtosis P-Value
PROGCOM1	0.017	0.995	0.475	0.623	7.085	**0.000**	-8.021	**0.000**	114.542	**0.000**
PROGCOM2	0.003	0.990	0.879	0.031	10.000	**0.000**	0.259 [a]	0.796	100.073	**0.000**
PROCOM3	0.009	0.987	-0.079	-0.684	-0.893[a]	0.372	-6.042	**0.000**	37.306	**0.000**
VISUALSYM	-0.008	0.990	-0.726	1.415	-8.259	**0.000**	5.077	**0.000**	93.999	**0.000**
TANGSYM	0.010	0.987	-0.491	0.555	-5.588	**0.000**	2.623	**0.009**	38.105	**0.000**
PERBENEFIT	0.018	0.969	-0.792	0.881	-9.014	**0.000**	3.701	**0.000**	94.545	**0.000**
MANAGER	-0.006	0.986	-0.917	1.580	-10.424	**0.000**	5.434	**0.000**	138.390	**0.000**
CORPCOM1	0.016	0.987	-0.418	-0.758	-4.759	**0.000**	-7.190	**0.000**	74.349	**0.000**
CORPCOM2	0.009	1.000	0.085	-0.806	0.972 [a]	0.331	-8.038	**0.000**	65.559	**0.000**
CORPCOM3	0.018	0.988	-1.015	0.867	-11.556	**0.000**	3.658	**0.000**	146.926	**0.000**
ATTITUDE1	-0.021	0.992	-0.363	0.066	-4.130	**0.000**	0.453 [a]	0.650	17.258	**0.000**
ATTITUDE2	-0.024	0.999	-0.316	-0.098	-3.594	**0.000**	-0.508 [a]	0.611	13.178	**0.001**
GENDER	0.702	0.458	-0.883	-1.224	-10.044	**0.000**	-25.659	**0.000**	759.263	**0.000**
AGE	33.349	8.976	0.331	-0.566	3.772	**0.000**	-4.506	**0.000**	34.534	**0.000**
EDU	4.297	1.269	-1.123	0.485	-12.777	**0.000**	2.361	**0.018**	168.816	**0.000**
INCOME	2.823	1.109	0.303	-0.591	3.443	**0.001**	-4.805	**0.000**	34.942	**0.000**
STATUS	0.457	0.499	0.171	-1.976	1.952 [a]	0.051	55.239	**0.000**	3055.125	**0.000**

[a] $p > 0.05$, $N = 774$

Source: analysis of field data

Table 5.3.2: Mean rank for first and second half group of respondents

Observed variables	Number			Mean rank		Total mean	
	1st half*	2nd half**	Total	1st half*	2nd half**	1st half*	2nd half**
PROGCOM1	412	439	851	440.65	412.25	181549.00	180977.00
PROGCOM2	412	439	851	432.66	419.75	178257.00	184269.00
PROCOM3	412	439	851	441.03	411.90	181703.00	180823.00
VISUALSYM	412	439	851	436.21	416.42	179718.50	182807.50
TANGSYM	412	439	851	436.23	416.40	179726.50	182799.50
PERBENEFIT	412	439	851	442.88	410.15	182468.50	180057.50
MANAGER	412	439	851	440.15	412.72	181343.00	181183.00
CORPCOM1	439	468	907	462.40	446.12	202994.00	208784.00
CORPCOM2	439	468	907	460.31	448.08	202078.00	209700.00
CORPCOM3	439	468	907	462.65	445.88	203104.00	208674.00
ATTITUDE1	441	843	924	468.83	456.72	206755.00	220595.00
ATTITUDE2	441	483	924	463.12	461.94	204235.00	223115.00

** Respondents from Nov 18-25,2002*

*** Respondents from Nov 26, 2002 - Dec 16, 2002.*

Source: analysis of field data

Appendix 5.4

Number and percentage of missing data in each item

Question number	Number	Percent	Question number	Number	Percent
A1	1	0.1	D5	3	0.3
A2	6	0.5	D6	7	0.7
A3	3	0.3	D7	3	0.3
A4	**723**	**76.4**	D8	3	0.3
B1	4	0.4	D9	4	0.4
B2	6	0.6	D10	2	0.2
B3	9	1.0	D11	2	0.2
B4	5	0.5	D12	3	0.3
B5	11	1.2	D13	4	0.4
B6	13	1.4	D14	4	0.4
B7	15	1.6	D15	8	0.8
B8	6	0.6	D16	8	0.8
B9	11	1.2	D17	10	1.1
B10	12	1.3	D18	2	0.2
B11	9	1.0	D19	4	0.4
B12	10	1.1	D20	5	0.5
B13	10	1.1	**D21**	**932**	**98.5**
B14	5	0.5	E1	1	0.1
B15	11	1.2	E2	1	0.1
B16	6	0.6	E3	2	0.2
B17	**920**	**97.3**	E4	2	0.2
C1	0	0	E5	2	0.2
C2	2	0.2	E6	3	0.3
C3	7	0.7	E7	2	0.2
C4	1	0.1	E8	2	0.2
C5	2	0.2	E9	1	0.1
C6	2	0.2	E10	3	0.3
C7	5	0.5	E11	3	0.3
C8	2	0.2	E12	0	0
C9	2	0.2	E13	2	0.2
C10	3	0.3	E14	1	0.1
C11	1	0.1	E15	2	0.2
C12	1	0.1	E16	4	0.4
C13	0	0	E17	4	0.4
C14	0	0	E18	4	0.4
C15	1	0.1	E19	1	0.1
C16	3	0.3	E20	1	0.1
C17	**619**	**65.4**	F1	1	0.1
C18	**619**	**65.4**	F2	12	1.3
C19	**619**	**65.4**	F3	1	0.1
C20	**619**	**65.4**	F4	1	0.1
D1	3	0.3	F5	8	0.8
D2	0	0	F6	6	0.6
D3	3	0.3	F7	3	0.3
D4	3	0.3			

Source: analysis of field data

Appendix 5.5

The skewness and kurtosis statistic of each item

Table 5.5.1: Test of univariate normality for continuous variables of each item

No.	Skewness		Kurtosis		Skewness and Kurtosis	
	Z-Score	P-Value	Z-Score	P-Value	Chi-Square	P-Value
B1	5.920	**0.000**	-14.600	**0.000**	248.215	**0.000**
B2	10.378	**0.000**	-3.576	**0.000**	120.499	**0.000**
B3	10.068	**0.000**	-3.141	**0.002**	111.236	**0.000**
B4	26.960	**0.000**	9.114	**0.000**	809.925	**0.000**
B5	9.942	**0.000**	-3.870	**0.000**	113.823	**0.000**
B6	13.672	**0.000**	0.903[a]	0.367	187.742	**0.000**
B7	13.590	**0.000**	1.614[a]	0.107	187.294	**0.000**
B8	-10.830	**0.000**	-0.605[a]	0.545	117.658	**0.000**
B9	-0.726[a]	0.468	-30.538	**0.000**	933.079	**0.000**
B10	-8.952	**0.000**	-2.328	**0.020**	85.561	**0.000**
B11	-4.628	**0.000**	-10.596	**0.000**	133.688	**0.000**
B12	-1.084[a]	0.278	-17.026	**0.000**	291.050	**0.000**
B13	2.747	**0.006**	-14.419	**0.000**	215.468	**0.000**
B14	-6.298	**0.000**	-15.061	**0.000**	266.504	**0.000**
B15	8.988	**0.000**	-5.633	**0.000**	112.524	**0.000**
B16	15.559	**0.000**	3.540	**0.000**	254.630	**0.000**
C1	-13.465	**0.000**	7.133	**0.000**	232.172	**0.000**
C2	-7.611	**0.000**	3.848	**0.000**	72.732	**0.000**
C3	-6.237	**0.000**	2.865	**0.004**	47.111	**0.000**
C4	-5.290	**0.000**	0.591[a]	0.555	28.335	**0.000**
C5	-5.130	**0.000**	0.703[a]	0.482	26.816	**0.000**
C6	-5.170	**0.000**	-1.030[a]	0.303	27.786	**0.000**
C7	-5.402	**0.000**	-0.313[a]	0.754	29.276	**0.000**
C8	-7.412	**0.000**	2.234	**0.025**	59.931	**0.000**
C9	-11.664	**0.000**	3.100	**0.002**	145.648	**0.000**
C10	-3.551	**0.000**	-1.299[a]	0.194	14.297	**0.001**
C11	-10.808	**0.000**	1.031[a]	0.302	117.866	**0.000**
C12	-19.375	**0.000**	8.419	**0.000**	446.288	**0.000**
C13	-9.052	**0.000**	3.074	**0.002**	91.393	**0.000**
C14	-12.755	**0.000**	4.268	**0.000**	180.918	**0.000**
C15	-9.619	**0.000**	2.033	**0.042**	96.649	**0.000**
C16	-5.997	**0.000**	-1.427[a]	0.154	37.999	**0.000**
D1	-0.756[a]	0.450	-10.340	**0.000**	107.494	**0.000**
D2	-2.728	**0.006**	-14.304	**0.000**	212.054	**0.000**
D3	1.767[a]	0.077	-11.446	**0.000**	134.135	**0.000**
D4	-5.313	**0.000**	-9.586	**0.000**	120.118	**0.000**
D5	5.653	**0.000**	-10.069	**0.000**	133.339	**0.000**
D6	2.719	**0.007**	-12.528	**0.000**	164.339	**0.000**
D7	-22.989	**0.000**	8.961	**0.000**	608.801	**0.000**
D8	-6.367	**0.000**	-7.587	**0.000**	98.109	**0.000**
D9	-12.431	**0.000**	2.856	**0.004**	162.690	**0.000**
D10	-13.340	**0.000**	3.568	**0.000**	190.682	**0.000**
D11	-5.995	**0.000**	-4.158	**0.000**	53.237	**0.000**
D12	-4.052	**0.000**	-5.451	**0.000**	46.129	**0.000**
D13	-0.835[a]	0.403	-8.256	**0.000**	68.865	**0.000**
D14	6.025	**0.000**	-9.773	**0.000**	131.804	**0.000**
D15	3.678	**0.000**	-21.974	**0.000**	496.374	**0.000**

No.	Skewness		Kurtosis		Skewness and Kurtosis	
	Z-Score	**P-Value**	**Z-Score**	**P-Value**	**Chi-Square**	**P-Value**
D16	-8.379	**0.000**	-2.933	**0.003**	78.810	**0.000**
D17	2.479	**0.013**	-16.505	**0.000**	278.563	**0.000**
D18	-8.622	**0.000**	-6.667	**0.000**	118.778	**0.000**
D19	-8.356	**0.000**	-7.259	**0.000**	122.510	**0.000**
D20	8.527	**0.000**	-6.592	**0.000**	116.174	**0.000**
E1	-6.330	**0.000**	-0.262[a]	0.793	40.132	**0.000**
E2	-7.310	**0.000**	1.689[a]	0.091	56.283	**0.000**
E3	-6.018	**0.000**	-0.831[a]	0.406	36.903	**0.000**
E4	-4.177	**0.000**	-2.440	**0.015**	23.400	**0.000**
E5	2.068	**0.039**	-4.791	**0.000**	27.229	**0.000**
E6	-3.505	**0.000**	-0.475[a]	0.635	12.511	**0.002**
E7	-5.083	**0.000**	-4.097	**0.000**	42.625	**0.000**
E8	-1.189[a]	0.235	-15.166	**0.000**	231.428	**0.000**
E9	-7.668	**0.000**	0.980[a]	0.327	59.761	**0.000**
E10	-5.504	**0.000**	-2.544	**0.011**	36.768	**0.000**
E11	-3.746	**0.000**	2.365	**0.018**	19.625	**0.000**
E12	-8.588	**0.000**	-0.647[a]	0.518	74.168	**0.000**
E13	-4.685	**0.000**	-1.178[a]	0.239	23.337	**0.000**
E14	-2.261	**0.024**	1.172[a]	0.241	6.487	**0.039**
E15	-4.715	**0.000**	-2.228	**0.026**	27.199	**0.000**
E16	-4.469	**0.000**	-9.265	**0.000**	105.802	**0.000**
E17***R***	-11.434	**0.000**	4.797	**0.000**	153.753	**0.000**
E18	-0.921[a]	0.357	4.811	**0.000**	23.998	**0.000**
E19	0.962[a]	0.336	4.698	**0.000**	22.998	**0.000**
E20	-2.431	**0.015**	2.778	**0.005**	13.632	**0.001**

[a] $p > 0.05$

Source: analysis of field data

Appendix 5.6

Correlation matrix

Pearson Correlation

	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	B13	B14
B1	1													
B2	0.70	1												
B3	0.72	0.76	1											
B4	0.16	0.19	0.16	1										
B5	0.53	0.51	0.60	0.31	1									
B6	0.31	0.37	0.39	0.29	0.41	1								
B7	0.34	0.34	0.46	0.26	0.45	0.55	1							
B8	0.19	0.24	0.23	0.11	0.17	0.13	0.23	1						
B9	0.38	0.41	0.43	0.11	0.31	0.28	0.34	0.55	1					
B10	0.28	0.29	0.31	0.18	0.25	0.27	0.35	0.48	0.51	1				
B11	0.24	0.22	0.26	0.17	0.26	0.34	0.31	0.14	0.28	0.40	1			
B12	0.38	0.40	0.39	0.18	0.35	0.38	0.40	0.31	0.48	0.47	0.62	1		
B13	0.41	0.39	0.39	0.20	0.36	0.39	0.42	0.32	0.51	0.46	0.49	0.77	1	
B14	0.04*	0.08	0.13	0.19	0.22	0.35	0.23	0.05	0.15	0.30	0.42	0.32	0.26	1
B15	0.36	0.41	0.42	0.09	0.38	0.33	0.33	0.18	0.38	0.31	0.28	0.40	0.40	0.28
B16	0.30	0.32	0.37	0.23	0.34	0.52	0.40	0.13	0.26	0.28	0.29	0.38	0.41	0.37
C1	0.15	0.13	0.14	0.07	0.14	0.08	0.09	0.23	0.17	0.22	0.15	0.16	0.16	0.14
C2	0.16	0.16	0.17	0.10	0.16	0.17	0.16	0.11	0.14	0.21	0.15	0.21	0.17	0.16
C3	0.16	0.17	0.18	0.08	0.14	0.16	0.15	0.10	0.17	0.22	0.13	0.22	0.19	0.14
C4	0.19	0.20	0.19	0.08	0.17	0.16	0.13	0.14	0.17	0.23	0.20	0.24	0.18	0.14
C5	0.16	0.23	0.17	0.06	0.12	0.09	0.08	0.20	0.21	0.23	0.15	0.22	0.20	0.09
C6	0.18	0.24	0.20	0.07	0.15	0.10	0.08	0.15	0.18	0.15	0.14	0.21	0.22	0.07
C7	0.15	0.17	0.18	0.02*	0.12	0.12	0.12	0.18	0.16	0.13	0.10	0.17	0.16	0.09
C8	0.14	0.11	0.10	0.13	0.08	0.12	0.10	0.26	0.23	0.25	0.21	0.24	0.23	0.17
C9	0.17	0.18	0.17	0.07	0.11	0.10	0.08	0.21	0.21	0.27	0.22	0.26	0.22	0.16
C10	0.24	0.20	0.18	0.03*	0.11	0.10	0.08	0.19	0.21	0.23	0.16	0.25	0.24	0.12
C11	0.19	0.24	0.19	0.04*	0.12	0.04*	0.05	0.25	0.24	0.25	0.14	0.25	0.25	0.12
C12	0.10	0.10	0.12	0.04*	0.08	0.06	0.05	0.17	0.16	0.21	0.15	0.18	0.15	0.17
C13	0.15	0.13	0.14	0.11	0.12	0.08	0.08	0.25	0.18	0.24	0.16	0.20	0.17	0.16
C14	0.17	0.14	0.15	0.07	0.10	0.02*	0.05	0.22	0.17	0.20	0.12	0.18	0.15	0.12
C15	0.09	0.09	0.11	0.08	0.09	0.06	0.05	0.20	0.12	0.19	0.13	0.14	0.14	0.14
C16	0.12	0.10	0.13	0.11	0.12	0.09	0.13	0.24	0.14	0.21	0.14	0.18	0.16	0.12
D1	0.56	0.40	0.45	0.14	0.40	0.23	0.25	0.19	0.37	0.27	0.20	0.28	0.32	0.11
D2	0.45	0.39	0.42	0.10	0.40	0.24	0.22	0.16	0.34	0.23	0.20	0.30	0.32	0.12
D3	0.44	0.40	0.50	0.14	0.43	0.29	0.30	0.14	0.32	0.20	0.20	0.28	0.29	0.14
D4	0.34	0.30	0.32	0.19	0.38	0.24	0.21	0.17	0.27	0.23	0.18	0.29	0.29	0.16
D5	0.27	0.28	0.31	0.26	0.30	0.64	0.42	0.10	0.26	0.25	0.35	0.40	0.36	0.34
D6	0.23	0.26	0.34	0.17	0.31	0.42	0.54	0.17	0.28	0.28	0.25	0.33	0.30	0.22
D7	0.12	0.15	0.12	0.03*	0.07	0.03*	0.12	0.49	0.31	0.27	0.08	0.23	0.19	0.06
D8	0.27	0.29	0.28	0.05	0.19	0.17	0.21	0.39	0.70	0.42	0.26	0.41	0.42	0.11
D9	0.20	0.23	0.22	0.10	0.14	0.12	0.19	0.37	0.46	0.48	0.22	0.39	0.35	0.15
D10	0.17	0.18	0.20	0.11	0.17	0.20	0.21	0.28	0.38	0.48	0.32	0.39	0.34	0.31
D11	0.20	0.18	0.21	0.14	0.22	0.31	0.25	0.17	0.32	0.37	0.54	0.47	0.40	0.34
D12	0.30	0.28	0.28	0.10	0.24	0.31	0.30	0.26	0.43	0.39	0.44	0.62	0.57	0.26
D13	0.30	0.29	0.30	0.12	0.25	0.30	0.32	0.28	0.45	0.39	0.39	0.57	0.64	0.24
D14	0.31	0.32	0.32	0.09	0.29	0.36	0.26	0.14	0.33	0.25	0.31	0.41	0.37	0.28
D15	0.48	0.44	0.47	0.14	0.39	0.32	0.30	0.15	0.32	0.27	0.34	0.47	0.41	0.22
D16	0.22	0.20	0.22	0.09	0.19	0.19	0.17	0.25	0.33	0.33	0.26	0.35	0.34	0.25
D17	0.26	0.26	0.29	0.16	0.26	0.42	0.36	0.17	0.31	0.29	0.29	0.40	0.36	0.28
D18	0.06	0.08	0.12	0.14	0.18	0.31	0.19	0.04*	0.15	0.26	0.34	0.27	0.21	0.70
D19	0.06	0.06	0.12	0.15	0.18	0.29	0.22	0.05	0.13	0.28	0.35	0.29	0.22	0.61
D20	0.25	0.27	0.30	0.17	0.32	0.46	0.35	0.10	0.23	0.26	0.31	0.37	0.36	0.33
E1	0.11	0.08	0.07	0.12	0.09	0.15	0.10	0.10	0.08	0.18	0.16	0.13	0.13	0.24
E2	0.12	0.11	0.11	0.05	0.09	0.14	0.09	0.14	0.13	0.21	0.17	0.14	0.14	0.23
E3	0.10	0.07	0.08	0.08	0.11	0.16	0.14	0.09	0.09	0.17	0.13	0.14	0.12	0.24
E4	0.10	0.07	0.07	0.01*	0.05	0.11	0.06	0.20	0.20	0.19	0.13	0.16	0.16	0.20
E5	0.10	0.09	0.12	0.11	0.11	0.19	0.15	0.11	0.03*	0.17	0.12	0.15	0.13	0.25
E6	0.09	0.08	0.11	0.08	0.12	0.19	0.17	0.08	0.09	0.18	0.16	0.18	0.16	0.26
E7	0.13	0.14	0.15	0.10	0.14	0.16	0.12	0.13	0.16	0.23	0.16	0.16	0.16	0.21
E8	0.11	0.11	0.13	0.08	0.10	0.15	0.13	0.13	0.11	0.16	0.18	0.18	0.14	0.17
E9	0.08	0.12	0.11	0.11	0.14	0.13	0.09	0.13	0.14	0.20	0.16	0.18	0.15	0.29
E10	0.09	0.09	0.09	0.09	0.14	0.15	0.11	0.08	0.08	0.14	0.14	0.10	0.07	0.23
E11	0.13	0.11	0.13	0.13	0.16	0.20	0.15	0.06	0.08	0.16	0.15	0.17	0.14	0.24
E12	0.08	0.05	0.03	0.07	0.06	0.09	0.02*	0.08	0.06	0.16	0.10	0.08	0.08	0.17
E13	0.08	0.12	0.09	0.13	0.16	0.15	0.15	0.14	0.12	0.16	0.15	0.14	0.12	0.17
E14	0.10	0.10	0.12	0.16	0.15	0.24	0.16	0.10	0.11	0.13	0.16	0.16	0.12	0.25
E15	0.09	0.09	0.08	0.11	0.12	0.10	0.08	0.15	0.12	0.21	0.14	0.14	0.11	0.15
E16	0.07	0.10	0.10	0.14	0.14	0.11	0.09	0.07	0.05	0.12	0.12	0.10	0.06	0.15
E17R	-0.02*	-0.01*	-0.06	0.05	-0.01*	-0.01*	-0.05	0.05	-0.01*	0.06	0.05	0.03*	0.00**	0.15
E18	0.08	0.09	0.07	0.17	0.10	0.26	0.15	0.05	0.05	0.07	0.13	0.16	0.12	0.17
E19	0.09	0.10	0.07	0.13	0.10	0.25	0.17	0.05	0.04*	0.07	0.16	0.17	0.14	0.17
E20	0.11	0.09	0.13	0.14	0.14	0.19	0.13	0.08	0.07	0.14	0.15	0.13	0.12	0.24

*** Correlation is significant at the 0.01 level (2-tailed).*
** Correlation is significant at the 0.05 level (2-tailed).*
Sources: analysis of field data

	B15	B16	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12
B15	1													
B16	0.49	1												
C1	0.08	0.07	1											
C2	0.15	0.13	0.39	1										
C3	0.17	0.16	0.36	0.73	1									
C4	0.21	0.15	0.19	0.28	0.33	1								
C5	0.19	0.11	0.23	0.29	0.32	0.71	1							
C6	0.22	0.13	0.22	0.18	0.22	0.47	0.54	1						
C7	0.22	0.13	0.24	0.33	0.31	0.40	0.45	0.45	1					
C8	0.11	0.15	0.34	0.31	0.32	0.30	0.32	0.29	0.36	1				
C9	0.16	0.12	0.28	0.25	0.28	0.40	0.39	0.36	0.39	0.41	1			
C10	0.14	0.10	0.27	0.26	0.28	0.30	0.36	0.33	0.27	0.38	0.47	1		
C11	0.18	0.09	0.22	0.21	0.21	0.40	0.44	0.43	0.32	0.35	0.47	0.47	1	
C12	0.12	0.07	0.28	0.24	0.24	0.28	0.32	0.22	0.30	0.33	0.39	0.37	0.50	1
C13	0.08	0.10	0.38	0.28	0.25	0.24	0.29	0.24	0.20	0.34	0.35	0.42	0.36	0.40
C14	0.11	0.06	0.29	0.26	0.24	0.27	0.30	0.25	0.26	0.33	0.35	0.33	0.41	0.43
C15	0.09	0.12	0.30	0.27	0.22	0.20	0.22	0.19	0.18	0.31	0.28	0.28	0.32	0.35
C16	0.11	0.13	0.30	0.26	0.24	0.24	0.26	0.24	0.26	0.33	0.31	0.34	0.29	0.36
D1	0.32	0.27	0.17	0.15	0.15	0.12	0.14	0.12	0.09	0.10	0.12	0.20	0.13	0.16
D2	0.31	0.26	0.14	0.14	0.18	0.16	0.15	0.14	0.07	0.10	0.16	0.20	0.13	0.11
D3	0.30	0.28	0.13	0.18	0.20	0.14	0.13	0.10	0.09	0.10	0.12	0.18	0.13	0.12
D4	0.23	0.23	0.16	0.14	0.14	0.14	0.12	0.13	0.05	0.10	0.14	0.17	0.13	0.11
D5	0.26	0.49	0.10	0.23	0.23	0.18	0.11	0.12	0.11	0.14	0.14	0.13	0.11	0.12
D6	0.28	0.32	0.08	0.20	0.24	0.20	0.14	0.12	0.13	0.15	0.12	0.16	0.13	0.12
D7	0.16	0.10	0.17	0.07	0.09	0.10	0.11	0.09	0.07	0.13	0.14	0.17	0.17	0.13
D8	0.32	0.25	0.19	0.17	0.22	0.19	0.20	0.16	0.15	0.23	0.24	0.26	0.25	0.18
D9	0.26	0.20	0.24	0.17	0.17	0.18	0.20	0.15	0.15	0.23	0.26	0.23	0.29	0.24
D10	0.27	0.26	0.20	0.16	0.18	0.18	0.17	0.14	0.12	0.20	0.22	0.18	0.27	0.25
D11	0.31	0.31	0.16	0.20	0.18	0.21	0.19	0.13	0.17	0.24	0.21	0.18	0.17	0.19
D12	0.38	0.33	0.18	0.22	0.21	0.22	0.22	0.16	0.21	0.26	0.23	0.24	0.23	0.23
D13	0.37	0.37	0.13	0.20	0.22	0.19	0.18	0.16	0.19	0.22	0.22	0.23	0.20	0.17
D14	0.74	0.41	0.12	0.19	0.19	0.21	0.18	0.21	0.22	0.13	0.19	0.19	0.15	0.15
D15	0.44	0.36	0.12	0.18	0.18	0.32	0.24	0.27	0.21	0.19	0.21	0.22	0.26	0.15
D16	0.29	0.23	0.25	0.18	0.19	0.18	0.18	0.19	0.18	0.21	0.24	0.26	0.21	0.21
D17	0.30	0.40	0.16	0.21	0.21	0.16	0.15	0.16	0.12	0.17	0.17	0.20	0.12	0.11
D18	0.23	0.32	0.18	0.16	0.16	0.17	0.13	0.13	0.09	0.15	0.19	0.16	0.16	0.20
D19	0.21	0.31	0.16	0.17	0.14	0.13	0.11	0.09	0.07	0.16	0.18	0.13	0.13	0.17
D20	0.34	0.63	0.10	0.17	0.17	0.12	0.10	0.10	0.10	0.18	0.17	0.16	0.10	0.06
E1	0.05	0.14	0.30	0.22	0.19	0.14	0.16	0.11	0.15	0.25	0.18	0.25	0.17	0.26
E2	0.09	0.14	0.21	0.18	0.16	0.20	0.19	0.14	0.14	0.20	0.15	0.17	0.19	0.26
E3	0.06	0.14	0.22	0.18	0.18	0.19	0.20	0.15	0.17	0.21	0.13	0.15	0.14	0.23
E4	0.07	0.08	0.19	0.10	0.10	0.17	0.16	0.14	0.17	0.26	0.18	0.17	0.19	0.22
E5	0.05	0.17	0.23	0.21	0.17	0.15	0.16	0.14	0.14	0.20	0.13	0.21	0.13	0.23
E6	0.11	0.17	0.22	0.25	0.19	0.19	0.18	0.11	0.21	0.24	0.13	0.13	0.15	0.26
E7	0.11	0.15	0.26	0.27	0.24	0.21	0.23	0.19	0.25	0.31	0.24	0.26	0.26	0.34
E8	0.14	0.15	0.22	0.25	0.23	0.20	0.21	0.16	0.23	0.28	0.24	0.22	0.21	0.26
E9	0.14	0.17	0.28	0.28	0.26	0.23	0.24	0.15	0.22	0.30	0.24	0.20	0.30	0.36
E10	0.07	0.14	0.24	0.20	0.19	0.15	0.19	0.16	0.17	0.21	0.15	0.14	0.15	0.21
E11	0.11	0.20	0.25	0.27	0.22	0.14	0.17	0.15	0.19	0.22	0.15	0.19	0.14	0.17
E12	0.04*	0.03*	0.22	0.11	0.10	0.09	0.14	0.09	0.08	0.16	0.15	0.15	0.15	0.20
E13	0.10	0.14	0.21	0.17	0.14	0.14	0.17	0.13	0.11	0.19	0.11	0.11	0.13	0.21
E14	0.12	0.20	0.21	0.25	0.21	0.18	0.16	0.12	0.14	0.21	0.12	0.16	0.16	0.19
E15	0.12	0.10	0.19	0.18	0.16	0.15	0.17	0.11	0.12	0.18	0.15	0.15	0.18	0.22
E16	0.11	0.12	0.14	0.15	0.14	0.15	0.15	0.09	0.14	0.17	0.12	0.12	0.12	0.15
E17R	-0.01*	0.03*	0.18	0.06	0.05	0.10	0.10	0.03*	0.08	0.15	0.12	0.13	0.12	0.18
E18	0.07	0.19	0.17	0.26	0.20	0.16	0.15	0.07	0.22	0.19	0.08	0.08	0.11	0.16
E19	0.06	0.19	0.15	0.26	0.22	0.20	0.20	0.12	0.18	0.18	0.10	0.11	0.12	0.13
E20	0.08	0.19	0.21	0.26	0.20	0.16	0.16	0.10	0.18	0.20	0.13	0.18	0.15	0.22

*** Correlation is significant at the 0.01 level (2-tailed).*

** Correlation is significant at the 0.05 level (2-tailed).*

Sources: analysis of field data

	C13	C14	C15	C16	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10
C13	1													
C14	0.63	1												
C15	0.60	0.57	1											
C16	0.56	0.52	0.65	1										
D1	0.18	0.19	0.15	0.13	1									
D2	0.19	0.18	0.13	0.14	0.72	1								
D3	0.16	0.15	0.13	0.14	0.69	0.70	1							
D4	0.18	0.13	0.12	0.11	0.53	0.70	0.54	1						
D5	0.16	0.10	0.16	0.16	0.36	0.32	0.40	0.31	1					
D6	0.13	0.11	0.13	0.16	0.41	0.43	0.47	0.42	0.53	1				
D7	0.14	0.21	0.16	0.18	0.27	0.33	0.22	0.34	0.15	0.26	1			
D8	0.19	0.18	0.16	0.19	0.41	0.42	0.39	0.36	0.29	0.38	0.51	1		
D9	0.27	0.25	0.22	0.24	0.36	0.34	0.30	0.34	0.25	0.33	0.55	0.68	1	
D10	0.24	0.19	0.19	0.22	0.30	0.31	0.30	0.36	0.31	0.37	0.46	0.59	0.70	1
D11	0.20	0.17	0.20	0.20	0.30	0.26	0.28	0.26	0.40	0.34	0.24	0.46	0.48	0.60
D12	0.21	0.19	0.19	0.21	0.38	0.38	0.36	0.35	0.39	0.41	0.35	0.54	0.55	0.58
D13	0.19	0.18	0.17	0.22	0.37	0.38	0.36	0.32	0.41	0.42	0.34	0.55	0.52	0.53
D14	0.12	0.11	0.11	0.16	0.34	0.34	0.34	0.26	0.35	0.34	0.20	0.38	0.32	0.36
D15	0.16	0.15	0.10	0.17	0.34	0.38	0.37	0.34	0.36	0.34	0.13	0.31	0.26	0.29
D16	0.23	0.19	0.18	0.19	0.33	0.38	0.30	0.39	0.28	0.32	0.39	0.43	0.43	0.48
D17	0.18	0.12	0.14	0.18	0.33	0.37	0.38	0.36	0.57	0.49	0.24	0.40	0.33	0.36
D18	0.21	0.16	0.19	0.20	0.15	0.18	0.18	0.22	0.37	0.26	0.13	0.19	0.24	0.39
D19	0.21	0.14	0.20	0.15	0.13	0.14	0.12	0.20	0.34	0.24	0.12	0.16	0.23	0.36
D20	0.15	0.10	0.12	0.14	0.26	0.24	0.33	0.25	0.54	0.33	0.11	0.28	0.20	0.28
E1	0.36	0.31	0.34	0.38	0.16	0.15	0.15	0.13	0.22	0.17	0.12	0.12	0.18	0.18
E2	0.31	0.32	0.32	0.30	0.18	0.19	0.17	0.14	0.23	0.17	0.16	0.17	0.20	0.23
E3	0.31	0.32	0.28	0.31	0.14	0.17	0.14	0.16	0.21	0.20	0.15	0.14	0.16	0.20
E4	0.22	0.26	0.26	0.26	0.16	0.14	0.14	0.13	0.19	0.18	0.23	0.24	0.24	0.24
E5	0.32	0.29	0.33	0.39	0.13	0.14	0.19	0.14	0.25	0.21	0.12	0.12	0.15	0.17
E6	0.32	0.36	0.31	0.34	0.12	0.11	0.13	0.10	0.24	0.20	0.08	0.13	0.15	0.19
E7	0.41	0.38	0.38	0.41	0.17	0.15	0.20	0.14	0.21	0.21	0.09	0.20	0.22	0.22
E8	0.39	0.35	0.35	0.40	0.14	0.15	0.16	0.12	0.22	0.22	0.11	0.17	0.18	0.18
E9	0.41	0.42	0.47	0.44	0.16	0.17	0.18	0.15	0.22	0.19	0.14	0.19	0.23	0.26
E10	0.27	0.29	0.31	0.33	0.16	0.14	0.15	0.16	0.21	0.18	0.14	0.13	0.16	0.20
E11	0.31	0.28	0.32	0.33	0.16	0.15	0.18	0.16	0.24	0.22	0.10	0.12	0.14	0.15
E12	0.26	0.27	0.22	0.23	0.11	0.14	0.10	0.18	0.11	0.10	0.17	0.11	0.17	0.17
E13	0.25	0.27	0.25	0.29	0.18	0.18	0.14	0.20	0.17	0.18	0.13	0.14	0.15	0.18
E14	0.29	0.29	0.33	0.34	0.16	0.16	0.22	0.14	0.30	0.23	0.14	0.15	0.13	0.17
E15	0.29	0.32	0.28	0.33	0.16	0.17	0.16	0.22	0.16	0.15	0.20	0.17	0.20	0.20
E16	0.23	0.25	0.25	0.31	0.13	0.12	0.13	0.12	0.15	0.15	0.11	0.07	0.11	0.13
E17R	0.16	0.18	0.17	0.19	0.05	0.04*	0.02*	0.04*	0.02*	0.05	0.15	0.08	0.15	0.15
E18	0.23	0.19	0.25	0.26	0.11	0.09	0.17	0.12	0.33	0.19	0.05	0.08	0.06	0.08
E19	0.28	0.21	0.24	0.26	0.10	0.12	0.16	0.10	0.31	0.21	0.06	0.07	0.08	0.08
E20	0.37	0.31	0.36	0.37	0.16	0.14	0.18	0.12	0.26	0.19	0.09	0.10	0.13	0.16

*** Correlation is significant at the 0.01 level (2-tailed).*
** Correlation is significant at the 0.05 level (2-tailed).*
Sources: analysis of field data

	D11	D12	D13	D14	D15	D16	D17	D18	D19	D20	E1	E2	E3	E4
D11	1													
D12	0.70	1												
D13	0.58	0.80	1											
D14	0.39	0.49	0.46	1										
D15	0.33	0.43	0.41	0.50	1									
D16	0.37	0.47	0.42	0.39	0.35	1								
D17	0.36	0.43	0.45	0.41	0.41	0.45	1							
D18	0.41	0.34	0.30	0.31	0.29	0.38	0.37	1						
D19	0.40	0.35	0.29	0.29	0.24	0.39	0.34	0.77	1					
D20	0.36	0.38	0.41	0.45	0.43	0.31	0.51	0.42	0.43	1				
E1	0.18	0.17	0.15	0.10	0.11	0.20	0.19	0.27	0.24	0.20	1			
E2	0.20	0.20	0.14	0.16	0.14	0.24	0.18	0.29	0.26	0.19	0.56	1		
E3	0.21	0.20	0.15	0.13	0.10	0.21	0.19	0.27	0.25	0.19	0.55	0.60	1	
E4	0.22	0.22	0.18	0.12	0.13	0.22	0.19	0.24	0.21	0.13	0.34	0.45	0.43	1
E5	0.18	0.20	0.16	0.13	0.12	0.18	0.21	0.28	0.29	0.24	0.53	0.43	0.48	0.47
E6	0.23	0.22	0.18	0.16	0.18	0.17	0.21	0.32	0.27	0.22	0.44	0.44	0.53	0.37
E7	0.24	0.23	0.19	0.17	0.21	0.23	0.21	0.29	0.23	0.19	0.42	0.38	0.43	0.35
E8	0.23	0.23	0.19	0.21	0.21	0.21	0.19	0.22	0.22	0.21	0.42	0.36	0.42	0.31
E9	0.25	0.23	0.20	0.19	0.23	0.26	0.21	0.34	0.30	0.21	0.43	0.44	0.46	0.34
E10	0.21	0.19	0.12	0.15	0.16	0.24	0.19	0.28	0.25	0.19	0.43	0.42	0.52	0.35
E11	0.19	0.22	0.16	0.18	0.18	0.19	0.18	0.29	0.25	0.24	0.50	0.45	0.48	0.30
E12	0.16	0.14	0.09	0.06	0.06	0.21	0.10	0.16	0.13	0.02*	0.35	0.30	0.33	0.27
E13	0.20	0.19	0.13	0.15	0.15	0.16	0.18	0.18	0.17	0.14	0.31	0.32	0.42	0.23
E14	0.22	0.20	0.17	0.20	0.17	0.15	0.24	0.27	0.24	0.27	0.41	0.38	0.39	0.28
E15	0.20	0.20	0.16	0.12	0.11	0.22	0.16	0.20	0.17	0.13	0.36	0.33	0.45	0.27
E16	0.15	0.12	0.11	0.10	0.07	0.15	0.13	0.16	0.14	0.12	0.38	0.33	0.46	0.22
E17R	0.15	0.12	0.05	0.03	-0.02*	0.20	0.03*	0.19	0.21	0.02	0.27	0.25	0.31	0.21
E18	0.21	0.18	0.14	0.14	0.15	0.05	0.26	0.18	0.14	0.26	0.29	0.21	0.27	0.19
E19	0.18	0.20	0.17	0.14	0.17	0.09	0.27	0.19	0.16	0.27	0.32	0.26	0.33	0.20
E20	0.21	0.19	0.15	0.13	0.13	0.12	0.21	0.26	0.20	0.24	0.40	0.30	0.38	0.25

*** Correlation is significant at the 0.01 level (2-tailed).*
** Correlation is significant at the 0.05 level (2-tailed).*
Sources: analysis of field data

	E5	E6	E7	E8	E9	E10	E11	E12	E13	E14	E15	E16	E17R	E18	E19	E20
E5	1															
E6	0.58	1														
E7	0.47	0.60	1													
E8	0.44	0.51	0.61	1												
E9	0.42	0.53	0.56	0.58	1											
E10	0.42	0.49	0.47	0.45	0.55	1										
E11	0.50	0.52	0.45	0.46	0.48	0.48	1									
E12	0.27	0.27	0.34	0.31	0.32	0.40	0.30	1								
E13	0.33	0.37	0.32	0.34	0.38	0.46	0.38	0.46	1							
E14	0.46	0.49	0.37	0.44	0.46	0.42	0.57	0.32	0.46	1						
E15	0.37	0.42	0.38	0.39	0.41	0.53	0.40	0.52	0.51	0.43	1					
E16	0.32	0.40	0.35	0.46	0.42	0.45	0.40	0.40	0.48	0.42	0.61	1				
E17R	0.25	0.27	0.26	0.25	0.31	0.32	0.31	0.25	0.23	0.22	0.28	0.24	1			
E18	0.38	0.39	0.32	0.29	0.30	0.27	0.41	0.17	0.24	0.40	0.23	0.25	0.14	1		
E19	0.45	0.40	0.35	0.37	0.35	0.27	0.40	0.16	0.22	0.38	0.25	0.24	0.15	0.71	1	
E20	0.49	0.48	0.45	0.42	0.44	0.36	0.49	0.23	0.30	0.47	0.35	0.34	0.25	0.55	0.55	1

*** Correlation is significant at the 0.01 level (2-tailed).*

** Correlation is significant at the 0.05 level (2-tailed).*

Sources: analysis of field data

Appendix 5.7

Item analysis

Table 5.7.1: Item-total statistics for program communications

Item no.	Corrected Item-Total Correlation	Alpha if Item Deleted
B1	.5664	.8816
B2	.5963	.8806
B3	.6443	.8790
B4	.3045	.8902
B5	.5846	.8810
B6	.5623	.8818
B7	.5773	.8815
B8	.3710	.8891
B9	.5852	.8808
B10	.5581	.8819
B11	.5160	.8837
B12	.6939	.8762
B13	.6875	.8765
B14	.3605	.8910
B15	.5544	.8821
B16	.5666	.8819

Alpha = .8890, N of case = 845
Source: analysis of field data

Table 5.7.2: Item-total statistics for program symbolism

Item no.	Corrected Item-Total Correlation	Alpha if Item Deleted
C1	.4165	.8588
C2	.5074	.8536
C3	.5151	.8531
C4	.5979	.8474
C5	.6486	.8439
C6	.5404	.8517
C7	.5565	.8510
C8	.5273	.8522
C9	.5895	.8481
C10	.5391	.8515
C11	.5791	.8491
C12	.4896	.8553

Alpha = .8621, N of case = 922
Source: analysis of field data

Table 5.7.3: Item-total statistics for program management behaviour

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
C13	.7021	.8062
C14	.6691	.8206
C15	.7214	.7980
C16	.6764	.8186

Alpha = .8512, N of case = 943
Source: analysis of field data

Table 5.7.4: Item-total statistics for societal marketing program identity

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
B1	.5407	.8992
B2	.5589	.8987
B3	.5941	.8981
B4	.2824	.9035
B5	.5221	.8995
B6	.4914	.9001
B7	.4974	.8999
B8	.4118	.9019
B9	.5681	.8987
B10	.5654	.8986
B11	.5020	.9001
B12	.6778	.8961
B13	.6624	.8965
B14	.3601	.9039
B15	.5302	.8994
B16	.5128	.8996
C1	.3494	.9024
C2	.3994	.9017
C3	.3934	.9018
C4	.4377	.9012
C5	.4400	.9012
C6	.3924	.9017
C7	.3867	.9017
C8	.4170	.9015
C9	.4562	.9011
C10	.4195	.9016
C11	.4561	.9012
C12	.3553	.9025
C13	.4090	.9019
C14	.3906	.9022
C15	.3431	.9025
C16	.3780	.9021

Alpha = .9035, N of case = 825
Source: analysis of field data

Table 5.7.5: Item-total statistics for corporate marketing communications

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
D1	.5821	.9190
D2	.6069	.9185
D3	.5917	.9188
D4	.5699	.9193
D5	.5871	.9189
D6	.5939	.9188
D7	.4369	.9217
D8	.6325	.9179
D9	.6029	.9186
D10	.6490	.9178
D11	.6232	.9181
D12	.7256	.9160
D13	.6940	9166
D14	.5790	.9191
D15	.5443	.9200
D16	.6012	.9186
D17	.6427	.9177
D18	.4919	.9212
D19	.4749	.9217
D20	.5444	.9198

Alpha = .9227, N of case = 885
Source: analysis of field data

Table 5.7.6: Item-total statistics for attitude towards company

Item no.	Corrected Item-Total Correlation	Alpha if Item deleted
E1	.6332	.9204
E2	.5903	.9213
E3	.6835	.9196
E4	.4651	.9240
E5	.6611	.9198
E6	.7005	.9189
E7	.6485	.9201
E8	.6454	.9202
E9	.6721	.9197
E10	.6614	.9201
E11	.6875	.9193
E12	.4864	.9233
E13	.5512	.9221
E14	.6405	.9202
E15	.6145	.9211
E16	.5839	.9215
E17***R***	.3830	.9263
E18	.4879	.9234
E19	.5136	.9229
E20	.6134	.9208

Alpha = .9249, N of case = 912
Source: analysis of field data

Appendix 5.8

Correlation matrix of each variable in the proposed model

Pearson Correlation

	PROGCOM1	PROGCOM2	PROGCOM3	VISUALSYMB	TANGSYMB	PERBENEFIT	MANAGER	CORPCOM1	CORPCOM2	CORPCOM3	ATTITUDE1	ATTITUDE2	GENDER	AGE	EDU	INCOME	STATUS
PROGCOM1	1																
PROGCOM2	0.56	1															
PROGCOM3	0.65	0.74	1														
VISUALSYMB	0.23	0.28	0.33	1													
TANGSYMB	0.30	0.23	0.41	0.49	1												
PERBENEFIT	0.32	0.19	0.48	0.44	0.75	1											
MANAGER	0.20	0.15	0.32	0.40	0.45	0.68	1										
CORPCOM1	0.50	0.38	0.49	0.23	0.22	0.26	0.24	1									
CORPCOM2	0.44	0.69	0.62	0.34	0.30	0.30	0.25	0.61	1								
CORPCOM3	0.33	0.36	0.62	0.27	0.30	0.40	0.34	0.54	0.60	1							
ATTITUDE 1	0.17	0.27	0.29	0.35	0.36	0.41	0.54	0.25	0.34	0.30	1						
ATTITUDE 2	0.13	0.20	0.24	0.26	0.27	0.33	0.44	0.25	0.27	0.27	0.79	1					
GENDER	0.03*	0.00**	0.05	0.01*	0.04*	0.07	0.07	0.07	0.01*	0.10	0.06	0.09	1				
AGE	-0.27	0.02*	-0.18*	-0.05	-0.16	-0.17	-0.02*	-0.15	-0.01*	-0.09*	0.02*	0.03*	-0.05	1			
EDU	0.06	-0.03*	0.08	-0.06	0.02*	0.10	0.06	0.01*	0.01*	0.14	-0.09	-0.09	0.03*	-0.13	1		
INCOME	-0.19	-0.02*	-0.10	-0.12	-0.14	-0.09	0.00**	-0.11	0.00**	-0.01*	0.00**	0.03*	-0.11	0.52	0.25	1	
STATUS	-0.2	0.03*	-0.13	0.03*	-0.08	-0.13	-0.03*	-0.09	0.02	-0.08	0.09	0.11	-0.08	0.60	-0.17	0.38	1

*** Correlation is significant at the 0.01 level (2-tailed).*
** Correlation is significant at the 0.05 level (2-tailed).*
Sources: analysis of field data

Appendix 5.9

Correlation between measurement errors of latent variables in path analysis

	PROGCOM1	PROGCOM2	PROGCOM3	VISUALSYMB	TANGSYMB	PERBENEFIT	MANAGER	CORPCOM1	CORPCOM2	CORPCOM3	GENDER	AGE	EDU	INCOME	STATU
PROGCOM1	1														
PROGCOM2	0.16*	1													
PROGCOM3	0.14*	-	1												
VISUALSYMB	-	-	-0.06*	1											
TANGSYMB	-	-	-0.19*	0.2*	1										
PERBENEFIT	-	-	-0.31*	0.09*	0.35*	1									
MANAGER	-0.28*	-0.23*	-0.49*	-0.07	-0.10	0.06	1								
CORPCOM1	0.26*	-	-	-	-	0.07*	-0.02	1							
CORPCOM2	0.14*	0.24*	-	-	-	-	-	-	1						
CORPCOM3	0.26*	0.09*	0.31*	0.11*	0.04*	-	-0.11*	-	0.03	1					
GENDER	-	-	-	-	-	-	-	-	-	-0.07*	1				
AGE	-	-	-	-	-	-	-	-	-	-	-	1			
EDU	-	-	-	-	-	-	-	-	-	-	-	-	1		
INCOME	-	-	-	-	-	-	-	0.07*	-	-	-	-	-	1	
STATUS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

* *p* < .05
Sources: analysis of field data