



Turun yliopisto  
University of Turku

# **ORGANIZATIONS' INTEREST IN CHARITY CAM- PAIGNS**

Master's Thesis  
in International Business

Author:  
Maksim Strontsev

Supervisor:  
Ph.D. Esa Stenberg  
Ph.D. Eriikka Paavilainen-Mäntymäki

03.09.2018  
Turku



Turun kauppakorkeakoulu • Turku School of Economics

The originality of this thesis has been checked in accordance with the University of Turku quality assurance system using the Turnitin OriginalityCheck service.

## Table of Content

1	INTRODUCTION .....	5
2	THEORETICAL BACKGROUND .....	9
2.1	Sustainability .....	10
2.1.1	Corporate Social Responsibility .....	15
2.1.2	Sponsorship .....	19
2.1.3	Philanthropy .....	22
2.1.4	Volunteering .....	25
2.1.5	Charity .....	30
2.2	Synthesis .....	32
3	MEYHODOLOGY .....	36
3.1	Research method .....	36
3.2	Interviewee selection .....	38
3.3	Data collection process .....	39
3.4	Data analysis .....	41
3.5	Trustworthiness of the study .....	42
4	RESULTS .....	44
4.1	Attendance in charity campaigns .....	44
4.1.1	S-Group .....	45
4.1.2	VVO .....	46
4.1.3	Sinituote .....	47
4.1.4	Sanoma .....	48
4.1.5	Niemi Oy .....	49
4.1.6	Otava .....	50
4.2	Joining charity campaigns .....	50
4.3	The role of stakeholders .....	53
4.3.1	Employees .....	53
4.3.2	Consumers and public view .....	54
4.4	External communication .....	55
5	CONCLUSION .....	57
5.1	Types of charity activities .....	57
5.2	The effects of sustainability in companies .....	59
5.3	Managerial contribution .....	61

5.4	Limitation of the research .....	62
5.5	Implications for further research .....	63
6	SUMMARY .....	64
7	REFERENCES .....	65
8	ATTACHMENTS .....	77

# 1 INTRODUCTION

Nowadays companies are paying a lot of attention on sustainability and it is very important for companies and consumers. Companies have to show their values and they need to behave sustainably. Employees and customers are developing a more and more sustainable lifestyle and they prefer companies which support this view. In today's society it is very important to appreciate nature, society and legislation and therefore doing charity is in some way a demanded factor by the customers. Customers tend to trust socially responsible companies more and employees see such companies as better potential work places. People are very eager to donate money and own time for those who need it more than they do. As a result of that, volunteering is an important part in today's company culture and can have various motives, which can be altruistic or self-centered (Haski-Leventahl 2009). Noble et al. (2008) point out four main motivational categories why companies join charity projects or donate: "strategic profit maximization, altruistic motivation, political motivation and managerial utility motivation."

When people achieve a certain level of wealth like they have in Finland and have free time from work, they show interest and resources to support those who are in need. According to Pelozo et al. (2009) volunteering in the company can satisfy employee's needs and fulfill motives to help. The attitude of employees and customers towards charity influences in the way how a company is integrating charity in the company culture. Research has shown that customers consider sustainability awareness its implementation as important in choosing a company and half of the customers from US acknowledge at least one sustainable factor when choosing a company or a purchaser (Hespenheide et al. 2010). According to that the companies have to show awareness of being socially responsible as it is an important topic for employees and customers. The big variety of different options how to support and what/whom to support makes it challenging for companies to please all the demands of the society and combine them with their own values and interests. Based on Prasad (2005) the main task of a company is to make profit. Therefore, the challenge is to find a combination between charity and a good working business. Businesses are an important part of society and they have to act like role models. This includes also being socially responsible and taking care of people and nature. Companies create wealth for the nation and play a vital role in the employment of the citizens. It is important to understand that companies are in integrity with society in all spheres. For example, services, products, working places, taxes etc. are provided by companies and people, consumers and customers are working in those companies. Because of the complicated cooperation and tight interaction between each other companies and consumers should have similar values to be able to work together. They need to find mutual understanding to achieve the best results which will bring benefits for all participants of the society. For achieving a good working corporation between customers and businesses, companies

have to be aware of the raising consciousness of the consumers towards marketing strategies. Concerning Friestad and Wright (1994) the customers get more and more aware of marketing strategies and their influences and the consumption of advertisements is no longer just passive, the awareness of the influence is growing. Resulting from this, companies have to find an appropriate way to integrate charity in their company's marketing program.

As stakeholders have an impact on the company, it is in the company's interest to drive the interests of their stakeholders and/or find a compromise fitting for both sides. This was the base assumption when the topic of the thesis was considered, and the core topic of this thesis is charity in companies. When thinking about the question, why charity is made in companies, it could be assumed, that the main factor is to satisfy the needs of the customers and society as mentioned above. But after a brief consideration of the structure of companies, there must be considered that companies are ran by people, those who are consumers, customers, stakeholders and part of the community. The question in this connection is, if all those people in different roles are eager to volunteer and spend their own money and time. To examine this, this thesis will research the behavior of people when volunteering, their main interests and demographical differences. By spending own time and resources, volunteers tend to be more included in the outcomes (Hartenian and Lilly 2009). This could lead to more interest, that the company is working well and achieving good results. Around this assumption the research questions were built, which are:

1. What are the interests of the companies in charity campaigns?
2. What forms of charity do companies consider beneficial?
3. How does the process of joining charity campaigns work in the company?
4. What is the role of the stakeholders in choosing the campaigns?
5. Why does the company communicate about participation in the charity campaigns?

So, the main goal of the research is to make a literature review of the main concepts and big picture of sustainability and what it includes. The main forms of charity will be discussed from the theoretical perspective to be able to compare the theory and the findings of the research. To examine the behavior of the companies it was decided to make a qualitative research with participation of big socially responsible companies. To find those responsible companies big national charity campaign and its biggest donators were chosen.

In this thesis, charity is used as an overall term for all sustainable actions. The terms sustainability, CSR, philanthropy, volunteering, sponsorship are connected in one big term of charity. The differences are explained in this work and the results of the companies interviewed linked to the theory. Shared responsibility is an important approach in

businesses and lead to competitive benefits and corporate brands (Sullivan 2009). Different approaches can lead to shared responsibilities and companies decide which approach fits the company's policy best. When talking about charity, any kind of sustainable action is meant and when distinguishing more exactly, the terms are explained and used in the way as asserted.

In general donating money for charity is a big field of business. According to Kashif et al. (2015) trust is the key factor to motivate people to donate money. Companies are an important part in society to achieve donations as with the help of companies, social activities can raise their high profile and as a result of that achieve more and higher donations (Besiou et al. 2014). Kashif et al. (2015) state that trust in a company makes people more eager to donate money and help. Therefore, a company can be an important representative to achieve donations for various charity projects and activities.

As there are a lot of different types of charity it is difficult to reveal combining factors of a company's interest taking part in donations for charity. For that reason, this thesis examines charity campaigns and why companies join them. Pure charity would be when a company donates money somewhere without advertising it, like the example of building a school in Tanzania by Sinituote mentioned below. The amount of donated money can be seen in the financial statement but is not published. As donating and charity is getting more and more important in today's society, the question if pure charity exists has to be examined.

For this research several Finnish companies have been interviewed and the goal was to detect their motivations in joining charity campaigns and what kind of campaigns they are taking part in. The interviews can give a representative picture of the role of the charity campaigns as well as an overview of the main motives to join and the resulting benefits out of charity campaigns. The main terms are measured in the theoretical part following to distinguish between the most common forms and to get a more precise understanding of the charity model chosen by each company. The findings are given in the results and in the conclusion and following these results further studies and researches can be made in future.

This research examines the role of charity in big companies. The main aspects are the motivations, the benefits and the general point of view Based on different kind of charity activities. The boundaries of this thesis are set by examining the above-mentioned aspects and also slightly the role of the employees and customers. The research provides some demographical information and main aspects of employees in charity. To examine the role of employees in charity entirely further studies have to be made.

In the following chapters the theoretical background will be submitted and the topics sustainability with the subcategories CSR, Sponsorship, Philanthropy, Volunteering and Charity will be observed from the perspective of companies. Followed by theory, the chapter Methodology will give an understanding of the research methods used and how

the data collection process took place. This chapter also defines how the collected data was analyzed. Chapter 4 analyses the results of this thesis and considers the influence of charity from several perspectives. In chapter 5 a conclusion summarizes the main findings and future aspects of further research opportunities/needs are discussed. Chapter 6 contains a summary of the whole thesis.



## 2 THEORETICAL BACKGROUND

The structure of the theoretical part of the thesis will follow scheme in Figure 1 (see below). The first part will handle the hyponym of the whole subject, which is sustainability. After that, the lower level term corporate social responsibility, that is one of the hyponyms of sustainability, will be discussed. The following terms will be sponsorship, philanthropy, volunteering and charity, which are under the social responsibility of the company. The main target of the theoretical part of this thesis is to make a clear picture of the hierarchy of the terms and understand the exact meaning of the terms and their function. It is important to figure out the integrative characteristics and the differences of companies' ways of taking responsibility. The theoretical background is supposed to support the findings of the research.

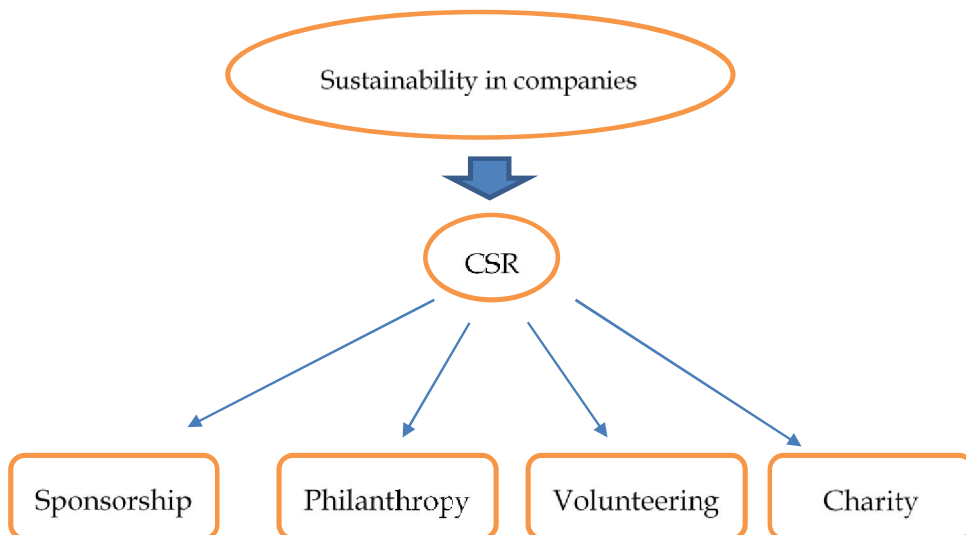


Figure 1: Structure of sustainability in companies

In the following chapters the terms Sponsorship, Philanthropy, Volunteering and Charity are discussed and combined to CSR and Sustainability. The theory will be presented starting from a larger concept continuing into the smaller concepts as it is shown in the Figure 1 above.

## 2.1 Sustainability

The term sustainability is a very broad term and includes social, environmental and economical dimensions. According to literature review of Aguyekum et al. (2012) sustainability as a term is a fundamental problem because it's not clearly defined. For that reason, it is hard to achieve a common understanding on sustainability. The roots of the word sustainability crush into the term ecology, which leads to environmentally friendly. Based on the Oxford Dictionary the word sustainability has its origin in the Latin word *sustinere* what means to hold (Oxford Dictionary 2001). In today's discussions and debates the term sustainability is often used in environmental or ecological backgrounds. In that sense it means to hold and preserve the environment, the world and human being (Agyekum-Mensah et al. 2012).

Adams (2006) argues that the concept of sustainability is quite new and started to develop at a seminar about 30 years ago. According to Adams (2006) the appearance of sustainability came out through an UN conference on the human environment. In this conference the lack of development and money in poor countries were the biggest problems and it was tried to find a solution for that. Some western countries like Sweden expressed their concerns about problems like air pollution in Europe. Thereon Indira Gandhi, the Prime minister of India, made the statement that "poverty is the worst pollution" (Adams 2006; Dresner 2002). According to this expression the institution of United Nations Environment Programme (UNEP), which is based in Nairobi, Kenya, was founded (Dresner 2002). The abstraction of sustainability was often resumed from summary of the Ecumenical study conference on science and technology for human development (World council of Churches, 1974). This concept was critical against the inequality in the world, the wealth in the developed countries and against the poverty in the developing countries (Dresner 2002). In these two meetings poverty was seen as a status, which was in need of sustainability. The term sustainability gained more and more in importance and 1987 it recuperated general attention on behalf of the disclosure *Our Common Future*, which is also known as the Brundtland report by United Nations' World Commission on Environment and Development (Adams 2006; Dresner 2002).

Economic, social and environment are the "triple bottom line" of sustainability. It is the easiest way of dividing this term in three parts. As in many other topics this has also different variation with extra pillars and substitutions with own definitions. For example, technology can be seen as an extra pillar added to the three previous ones. As the world changes the structure of sustainable behavior, the terminology also has to be adapted to the changes. (Aguyekum et al. 2012)

Briefly sustainability is seen as a balance between companies own benefits, benefits and needs of its stakeholders and protecting, sustaining and enchasing human and natural resources. The first two points are today's needs and last point is about the future. It is

the way of achieving recent needs so that future generations could also achieve their ones. Still, this is not as simple as that. Sustainability also has socio-cultural dimension. In different countries, people have different values and expectations for companies' sustainability. Different nations have different attitudes towards nature and different anticipation of handling social issues. For this reason, companies must tailor their sustainability initiatives for each country or area they are present in (Prasad 2015).

Summed up, the main task of a company is to make profit. And this profit can be made by satisfying the needs of customers. As it was mentioned by Prasad (2015), different cultures expect different behavior from the companies. For this reason, companies need to find the balance between costs of sustainability and benefits of sustainability.

Sustainability is not only a highly researched and strongly debated topic, it is also important for the long-term success of the companies. This is the view of the researchers and industry leaders. It is suggested to create innovative sustainability solutions. Those solutions need to create win-win situations for all three dimensions of sustainability. In companies there needs to be a culture of sustainability. Especially in big companies, it is very important to have this culture on all levels. The important part for success is to be able to be sustainable internally and externally. It is not enough only to be like that, the company also needs to be capable to show their interest in sustainability. There are plenty of research and models available for creating a sustainable culture in the organization (Galpin et al. 2015).

The term sustainability got more and more important and was enhanced by businesses and governments. Nevertheless, it is criticized, that sustainability and progress are antitheses, as sustainability leads to a change to the worse in the environment. The opinions about the status of sustainability varies, as Serageldin and Grootaert (2000) describe the economy as a subsidiary system of the worlds community and every profit in one section leads to a loss in another section (Serageldin, Grootaert, 2000). O'Riordan (1988) reviews the term sustainability as a possibility to create a positive appearance of the tasks done and hides a lot of problems and steps backwards.

The earth and its resources is often seen as a way of income in an economical way but David Pearce and other colleagues characterize sustainability as a "non-declining capital" which describes the earth as natural capital (Dresner 2002). The understanding to take care of the earth and the natural resources was growing and a change in people's mindsets started to happen. Adams criticized the concept of sustainability as comprehensive and estimated. He can't see a clear result which sustainability can bring up as it is more a pooling people together (Adams 2006).

Besides all the discussions and uncertainty of the importance of sustainability, the idea of creating a sustainable life in different fields became within the years more and more important (Hill and Bowen 1997). The construction industry was and is also According to higher CO<sub>2</sub>-emissions reduced to do steps into the direction of sustainable

development. Because of this evolution terms like sustainable construction or green construction were coined (Kibert 1994). Also, if there have been steps into the direction of more sustainability, it was quite hard to find a way, how to accomplish sustainability in the world. According to IUCN (1991) and Thompson (2002) sustainable actions endured endlessly. In the construction industry the aim to build in a sustainable way led to discussions to solve the problem of insufficient energy and to harm the surroundings less (Uher 1999). Sustainability in the construction field began way before the building process and goes on after the completion (Hill and Bowen 1997). When talking about sustainable construction, this term includes ecological, social and economic aspects (Kibert 2008). Hill and Bowen (1997) disagree with Kibert's three principles and they added a fourth one. Their factors include social, economic, biophysical and technical factors for sustainable building. According to Heidegger (1982) technology is important for sustainability. Technology is an action made by human and brings benefits and damages at the same time. Heidegger's view accredits the human being not a total control over themselves and as well not over the technology, what prohibits the implementation of sustainability. According to Kemp (1994) a change in technology is essential to achieve a sustainable development. Kemp's study results assert that sustainability contains just of the three factors and technology is so far no key factor to achieve sustainability. According to Uher (1999) the construction industry has a big impact on the environment and therefore sustainability in this sector is essential. As previously mentioned, sustainability as a continuous, never ending process, is hard to convert to the construction sector and therefore a new broad definition has to be found.

In companies and corporations, the attitude based on sustainability is predominantly positive. A research made by The Economist (2008) showed, that approximately 96 percent of the managers see social and environmental sustainability as an important key factor of the company's success. The overall understanding of the importance of sustainability to reach long-term effects is omnipresent. So far, the lacks in knowledge how to transfer that theoretical knowledge in reality is quite difficult and uncertain. Companies need organized strategies to implement sustainability in the company's culture to guarantee long-lasting success. According to Schein (2010) the culture of a company is conditioned by various sections and the leaders of every section have to be responsible to take care of a sustainable culture. The first section includes performance and observable objects to allow a recognition value of the company, also for external people. The second section stands for the company's values and how the company represents itself outside and internal. The third and last sector represents the operation of the company's employees. These prerequisites are often deeply ingrained in the company's principles of operations and the members assume them subliminally. For the managers in companies it's important to raise the awareness, that sustainable action lead to sustainable long-term

affects which are going to affect positively to everyone involved in the company (Galpin et al. 2015).

To make a successful change in the working culture to achieve more sustainability, the first step is to involve the leadership group and then all other parts of the company. It is important to have a clear strategy about goals and visions to represent inside the company as well as outside of the company (Atkinson 2012).

To achieve long-term sustainable results in a company, every section of the firm has to be involved in the process to reach sustainability. It is necessary for companies to understand, how the environment is developing to set the adequate steps by using performance benefits and strategic management (Andersen 2000). According to Jacopin and Fontrodona (2009) a mission describes how a company determines itself and distinguishes from other similar companies. Especially mission statements are important to set an outline of the company's strategies and the behavior (Dermol 2012). Companies like Patagonia, Whole Foods and Ameren accomplished the combination of economic and social performance and achieved success by fulfilling the company's mission statement. The mission statement to become a more sustainable company can be seen critically, as the organization has to make some sacrifices to appear credible. If these sacrifices are not remarkable, the company can be blamed to some "green washing" or take advantage of sustainability as marketing strategies. Firstly, companies should define their mission statements and as a second step try to involve these strategies in the companies working processes (Galpin et al. 2015).

According to Schein (2010) the importance to achieve sustainability in the company has to be clear and perpetuated. Another important aspect to change over to more sustainable actions have to be the same shared merits by the employees of the company. They have to identify themselves with the concept of sustainable behavior and support this concept and by doing so, the employees share encouragement and a feeling of togetherness (Morsing and Oswald 2009). Research showed that an overlap in the workers personal values and the company's values makes it more likely that the employee stays longer in the firm (Kristof-Brown et al. 2005). According Morsings and Oswalds (2009) studies, shared values in the companies are necessary to enable the managers to make the right decisions. It says, "If all employees share a common understanding of the organization's values and are well trained in what it means to apply those values, they will not have to look to formal policies nor will they be engaging in guesswork to decide how to respond to novel and/or 'sticky' problems" (Morsing and Oswald 2009, 85). Sustainability is getting more and more important in companies and the company's leaders are getting aware of that. Henkel, a company for laundry and homecare, cosmetics and toiletries, defines its sustainable value statement with "We are committed to leadership in sustainability: We provide products, technologies and processes that meet the highest standards. We are committed to the safety and health of our employees, the protection of the

environment and the quality of life in the communities in which we operate” (Galpin et al. 2015, 5).

For the company’s success it is important to set goals and define the question, what the organization wants to reach. According to Locke and Latham (2012) goal-setting helps to clear the focus of the company and the desired goal and besides that, it’s an effective motivational technique. Many companies try to achieve a sustainable growth and development, but this can lead to isolated actions which are not compatible to the company’s strategy and as a result don’t lead to the desired goals (Porter and Kramer 2006). To achieve long-term lasting results in sustainability, the actions have to be involved in the company’s strategies and work processes (Beard and Dess 1981). If these strategies are successfully involved in the company’s working processes, the company can benefit from sustainable development in several ways as it provides value to the society and helps the organization to distinguish from others and get a unique position (Siegel 2009). The trend to grow a sustainable business is supported by big amounts of literature published about sustainable development and raising awareness about sustainability (Galpin et al. 2015). To develop a sustainable company structure, the HR sector has to be trained to focus on new employees with values fitting to the concept of sustainability. The employees’ visions and ideas can support and enrich the firms’ sustainability goals. According to Huselid (2005), companies which consider these factors can avoid high-fluctuation rates in the company and provide higher and more productive outcome. Companies, which are including sustainability in their working mentality, are seen as social respectful and exemplary, what makes them interesting and desirable for people searching for a job. In cases of sustainable responsible companies’ people are more likely to trust those companies, even without having any pre-knowledge about the firm (Viswesvaran et al. 1998). Furthermore it’s important for companies to keep current employees motivated and give them impulses to identify with the company’s’ working attitude such as coaching’s and repeating ceremonies (Dessler 1999). Research show, that gratification of employees is an important factor Based on the effectiveness and the identification with the company, including the choice-making ability (Metzger et al. 1993). Rewarding the employees is an effective tool to achieve qualitative high-end products and the possibility, to combine rewarding with sustainable responsible acting, can have big impacts on the company’s’ long-term success (Lacy et al. 2009; Morsing and Oswald 2009; Porter and Kramer 2006; Rok 2009). The notice of termination for employees is also an important factor that shows the company’s attitude Based on sustainable and social reliability. The process of separating employees should be clear and humane as this approach is an important indicator on the significance of manpower in the concern (Dessler 1999). In companies it helps to establish sustainability as a part of every-day working life and the employees will automatically integrate sustainable processes like saving water or power economization into their daily working routines. Organized events

and trainings on sustainable lifestyles can influence the employees in a positive way and contribute in raising awareness. In companies it can be helpful to spread the idea of sustainability in all areas to define sustainability as a topic Based on all sectors and departments of the company (Galpin et al. 2015). It provides value for companies to integrate employees in the process of creating a sustainable working climate by hiring them as volunteers to create sustainable goals, to place ideas also for other departments (apart from the own one) and employees can get representatives for the company's sustainability (Galpin et al. 2012). Research has shown that customers consider sustainable awareness and the implementation as important in choosing a company and half of the customers from US acknowledge at least one sustainable factor when choosing a company or a purchaser (Hespenheide et al. 2010). Companies can benefit from sustainability also in financial ways, as it saves money to separate dust and economize electricity. Some companies like HP acted sustainable and environmental responsible and achieved high numbers in cost savings or example by converting used printer inks (Hewlett Packard Company 2010). A various number of companies like Interface and Caterpillar have integrated sustainability in the company's values and reached big successes. Interface made it to the company's goal to eradicate any environmentally harms caused by the company up to 2020. These decisions lead to cost savings and inspired employees (Interface 2008). Similar, Caterpillar made it its mission to protect the planet and achieve economic growth by using energy in a sustainable way (Caterpillar 2013). The benefits and importance of sustainability in companies are often discussed and important, although the realization is a challenging process. It is important to integrate sustainability deeply into the company's values and goals to achieve long-term effects. Sustainability can create working conditions for employees, where they can implement sustainable working into their work fields and new positions and roles can be created as well. Sustainability can motivate employees to be more dedicated and provide identification potential with the company and its values. Furthermore, the company's standing can be improved and make the workplaces interesting for future employees as well as for business partners and stakeholders. Sustainability can also lead to an increased brand value, better share of the market and deeper client allegiance (Galpin et al. 2015).

### ***2.1.1 Corporate Social Responsibility***

The history of corporate social responsibility (CSR) has a long tradition and reaches back to the time of Confucius in China around 1100 and even before. CSR is not a new terminology and behavior, it has a long tradition. Shiio Benkyo started in Japan the development of Kyoseikai. Kyoseikai consists of the two words Kyosei and Kai and represents cooperation's in working and private life and Kai is the term for complete understanding.

So Kyoseikai represents a holistic concept. Besides the Kyoseikai program, there were concepts called Kaizen and Amaeru. Kaizen represents extended advancement and Amaeru is the feeling of association and group at the workplace.

This concept has changed from time to time and when considering the understanding of CSR in companies today, it's necessary to investigate the developments since World War II. But aside all the different developments in history, the end goal of CSR was and still is to achieve better business results by having a good-working company of employees (Congress, Quality and Proceedings et al. 2004).

The long-term success of companies depends a lot on how sustainable the companies are acting and how they are taking care of a sustainable working culture as well as the protection of natural resources (Pedrini and Ferri 2011; Parmar et al. 2010; Philips et al. 2003; Maak and Pless 2006; Wood and Logsdon 2002; Hembrick and Chen 2008). The importance of CSR is affirmed, the task nowadays is to find the best and most valuable and effective CSR strategy to comply best with the company's' needs (Orlizsky et al. 2011; Kurucz et al. 2008; Maon et al. 2010).

There exist various types and forms of CSR, but up to now, just a few studies researched the use of the different formats of CSR in companies. According to Carroll 2001, Marsden et al. 2001, Porter and Kramer 2006, the strategic CSR tries to find a way to implement CSR, which is sustainable for the society and the creates value for the company itself and the people working there as well as an improvement of the company's production. The creation of social worth is initiated directly by the company to make the firm better capable of competing with other firms and creating good conditions for the economic and social growth of the company (Porter and Kramer 2006).

Callahan (2010) and Van Maanen et al. (2007) coined a model with the three main types of CSR models existing in companies. The first model is the ideological model, which examines the corporation between ideological profiles, social values and the ruling strategies of the company. This behavior embosses the relation between the society and the company. Values, the culture and convictions are the main powers that change the company's culture. The values are set in context with political and social topics and single out the variety on cultures and values in a company. This variety can be a cluster in the firm or around the company. The ideological model says, that beliefs of the company crock and effect on the values, activity and anticipations of the people working in the company. In this case the company is like a role model for its employees. Based on van Marrewijk (2003, 2004) and van Marrewijk et al. (2004) companies have the native drift to develop according to rivalry and self-appropriateness. They distinguish between four types of CSR, gradually developing to maximize the company's results. The four steps are supported by Frederick (1986, 1994) when naming them from CSR1 to CSR4, appointing different steps of development. According to Frederick the steps include responsibility, responsiveness, rectitude and religion as consciousness and as a result, the



company merges with the society. The author connects business and society as one with shared values and ideas. Based on Maon et al. (2010) a company must run through various steps of development to reach the most effective implementation of CSR strategies. According to the authors the main principles are similar in every development, but every company manifests unique specialties and mannerisms. Besides that, the consequences of the implementation of the strategies are different in every case. Wheeler et al. (2003) projection is predicated on corporative collaborator approach and focus on the merit as the main point. The stakeholders build an important section of a company and according to Wheeler et al. (2003) their power and influence is pervasive in the company. Jones et al. (2007) foster the stakeholder theory and distinguish the group into five categories, depending on moral opinion and self-concentration or concentration on the others.

The second models are the procedural models and analyze the way a company fulfill processes, makes decisions and structures. These processes have different origins and can be made because of external stakeholders or company intern decisions and plans. CSR is an involved action and specific activities represent the main part of this model. Besides that, the civil achievements which can be transferred efficiently are important factors of the procedural model. Three groups how to distinguish different types of CSR strategies are common in companies. Firstly, CSR practices depend on the influence of external stakeholders and their impact on the company. The second group represents the characteristics of maturity Based on CSR practices and the third group obtains the results of the analysis of social nationality. Carroll (1979) established the approach of “social responsiveness” and distinguished between no action and initiative action with effort. Besides Carroll’s concept Clarkson (1991, 1995) defines the new categories RDAP (“Reaction, Defense, Accommodation, Proaction”) and relegates to the relationship between the stakeholder and its connection with the company. The concept of “Responsiveness” is supported by Burke and Logsdon (1996) and expanded with five measures of various types of implementation to the company. These types are centrality, specificity, proactivity, voluntarism and visibility. Based on RARE (2005) the development of CSR strategies in companies can be fulfilled via two different arrangements. The first group examines CSR in a narrow view is a built-in strategy and represents the inclusion of socially responsible actions in the company’s decisions. The second group stands for CSR strategies in a broader sense are bolt-on strategies and pertain to a general social responsibility over the every-day business decisions. Munilla and Miles (2005) subjoin a third category towards internationalization According to the influence of stakeholders and the liability the concerns have against them.

The consequentialist models are the third models and deal with behavior of the company to reach several bonuses and the consequences of different operations for the company. These models mainly aim to create social value for the company. The results anticipated by these models are the main motivation for the implementation. Porter and

Kramer (2006) tell apart the responsive and strategic CSR, Husted and Allen (2007, 2011) represent a similar point of view. Companies Based on values and the outcomes can be distinguished between altruistic, co-opted and strategic. The approach of Jones (2008) is related to the above-mentioned approaches and researches the effects of CSR related behavior and the resulted outcome in positive and negative way.

The three models help to classify different types of CSR strategies in companies and to understand the purpose and goal of each technique. It should help to make the company's motivation to implement CSR clear and the goals that are wanted to be achieved. It can also contribute to understand the stage of implementation in a company and the CSR maturity. For companies it is important to understand, which steps lead to which results in CSR and what helps to distinguish the own firm from the competitors. Working with goal focused strategies can bring competitive advantages and provides social value for a company. The reasons, why companies implement CSR strategies are various. The most common reasons for CSR integration are the gain of social values, supportive activities and anticipated consequences. The above-mentioned models are three main models, how CSR can be integrated into businesses and established in companies. Furthermore it's important to understand the outcomes of CSR in businesses and the maturity stage in general (Marques-Mendes and Santos 2016). Up to now researches are made to show the position and the power CSR can have to companies. To understand the concept of CSR it's necessary to understand the pertinence of CSR and the changing role of companies to a more and more value-based institution. The researches for CSR are so far quite rare and often just some parts of the implementation are examined, the whole process of using CSR strategies and consequently the outcome is so far not analyzed. With the help of several models the CSR strategies can be illustrated and show the dispersion the implementation of new strategies and the dimension of the integration. An implementation of a model into a company's structure is always unique, as it depends on various factors. Therefore, the implementation of CSR strategies to different companies is kind of a roadmap, not an exact prediction. Companies implement CSR strategies Based on their company's attitude and possibilities, it can be strategic but not necessarily. Only in some cases under some circumstances with CSR strategies it's doable to create social and business worth at the same time. That means the conversion of business success and taking care of the community around doesn't have to lead to the same success rate at the same time. The above-mentioned strategies, ideological, procedural and consequentialist, can represent some of the most common implementation techniques. The implementation of CSR strategies is a tailored process for every company. The ascent of CSR maturity is important to identify the main motives for CSR implementation to this specific company. Preferred and possible transformation to a company can be specified and used in the correct form. The integration presumes a strategic CSR profile and a ranking Based on the maturity compared to other companies. The status quo of the connection between the CSR

maturity and the integration in the company so far must be researched empirically to achieve valuable data for the further implementation process. Using CSR strategies can help the company to compare with other companies by creating social significance. Companies can choose strategies with the best feasibility to enhance good results and the most progress. The models can help the companies to find their positions in the implementation of CSR strategies and put effort in upgrading their current status (Marques-Mendes and Santos 2016).

### **2.1.2 Sponsorship**

Various research analyzed the influence of sponsorship to companies and company's brands (Speed and Thompson 2000, Roy and Cornwell 2004). Based on Meenaghan (1983) a lot of companies combine advertising strategies with sponsorships to reach double effects and results. These double strategies bring the best effects in combination with a product and/or brand. Powerbar is an example for sponsoring the Ironman events by the World Triathlon Company. When those events take place, Powerbar provides various products and advertises the brand itself in different ways. In the marketing field these strategies are quite popular, but researches on the combination of sponsorship with advertising are rare and the manner of potential clients is not investigated (Cornwell 2008, Cornwell et al. 2005).

The difference between sponsorship and advertising leads to different behavior of the customers. According to Meenaghan and Shipley (1999) customers tend to see advertising more commercial and sponsorship more human orientated. When a company is advertising a brand, this manner is often chosen to earn money and raise winnings. Sponsorship campaigns are aimed to show interest and awareness and to support the aim of the sponsored campaign. Meenaghan (2001) claims that customers react to advertising more refusing than to sponsorship campaigns. The feeling of being manipulated by advertisements is frequent, but sponsorship campaigns give the feeling to support an important movement. According to these findings the cooperation of sponsorship and marketing is interesting to research. Companies can use the positive attitude customers have to sponsorship to apply marketing strategies for their products and to achieve better results. This can work, when the sponsorship implementations are discreet, and the customer has the feeling, the balance between sponsorship and marketing strategies are well-balanced. Based on Friestad and Wright (1994) the customers get more and more aware of marketing strategies and their influences and the consumption of advertisements is no longer just passive, the awareness of the influence is growing. Customers reflect the impact of marketing strategies and try to descry the intent of the brand. The inducing character of advertising is mainly embossed by its intrusiveness. There are a couple of

researches which show, that the opinion towards advertising and advertising strategies can be affirmative as well as dismissing (e.g. Coulter et al. 2001, Rich et al. 1978). Advertising has positive effects which can be enjoyable, providing information and advertising plays an important role in the society According to its all over presence. Besides these positive aspects, manipulation and a tendency to the aim of material things are some of the negative effects of advertisements (Meenaghan 2001). Depending on the type of advertisement, it is hard for customers to recognize the persuasive character of the advertisement and to classify it as persuasive (Friestad and Wright 1994). Based on Meenaghan (2001) these methods come into effect with sponsorships as the customer has the feeling to support a collectivity and not a single brand or product. As sponsorship is seen less persuasive than advertisement, customers do have less the impression to be influenced by someone or something. According to this fact, a combination of sponsorship and advertisement can lead to more trust and less of the feeling to be persuaded. Some studies support this theory, for example the study of Dudzik and Gröppel-Klein (2005). In the study it showed that printed advertisements, in this case sport advertisements, with a clear connection to sponsorships and not just sport images, are seen in a more positive way than advertisements with no connection to sponsorships. As a result of that, sponsorships excite in the customer the sense of supporting an affirmative action and the brain spots advertisements not as being that persuasive as it would have been seen without sponsorship participation (Meenaghan and Shipley 1999).

Concerning Cornwell et al. (2005) and Meenaghan (1983) there exists two basic ways of sponsorship, where the first type provides monetary support and the second type support for organizing events and/ or something similar. Depending on the type of sponsorship the company wants to implement, the results will vary. When sponsors are making financial sponsorships, they will be connected with a several type of product or sport and represent a name behind this product/ event. This type of sponsorship brings several side effects as being visually present at several events in combination with a logo or brand, being spotted as a formal supporter of an event or even being the name-giver of an event According to sponsorship (Piquet 1985, Tribou 2004). According to Piquet (1985) the main aim of financial sponsors is in most cases to enhance their representation and position. In-kind sponsorships provide materials and products which are utilized while the event is taking place. The support of these products can be either structurally, like placing outfits for the employees at the disposal, or the usage of the products during the event by the participants in various forms. With this type of sponsorship, the company can show the trustworthiness and functionality in their products and to strengthen the position for being a suitable sponsor for an event, like e.g. a sport event (Piquet 1985, Tribou 2004). As for example what Adidas did in 2006 at the FIFA World Cup in Soccer, a sponsor can represent both types of sponsorship. Adidas was the official sponsor for the FIFA World Cup in 2006 and they facilitated the balls for the soccer games. Sponsors do not have to

be present in both positions. They can also decide to take one side of the sponsorship, like McDonalds was an official sponsor of the FIFA World Cup and another example where Mizuno was providing the clothes for the staff of the International Olympic Committee. McDonalds and Mizuno decided for one type of sponsorship each. Based on Meenaghan (2001) the consumers have generally a positive attitude Based on sponsorship of events but the feeling of sweating the events out According to good sponsorship strategies can decrease the affirmative attitude Based on sponsorships. That means, when the customers have the feeling, the sponsorship is made for mainly own benefit of the sponsoring company, the customer tend to see that negatively. Especially when a company is providing both types of sponsorships, the influence on the event they are sponsoring can be quite high and the persuasion strategy can increase critical thinking of the customers and mistrust. Cowley and Barron (2008) indicate that the placement of a product, which is basically seen positively, lost in his positivity and trustiness, when this placement is salient. This leads to skeptical thinking about the brand and can harm the brand and the customers approach to it.

Sponsors can insert their sponsorship influence on an event thrifter and According to that show their influence but not an over-representation and exploitation of the event for the own benefit. Rifon et al. (2004) demonstrates that sponsorship is concluded from most customers as a selfless action of the sponsors. This positive connotation perpetuated as long as there is no overexploitation of the event by the sponsor, as already above mentioned and described. Carrillat et al. (2008) summarize, that the persuasion knowledge of the customers increases with the increasing quantity of the sponsor's influence on an event. When the influence is not overwhelming, the motives of the sponsoring companies are seen positively and not in the first sight related to commercial interests. To achieve the ideal results, a combination of advertising and sponsorship is a good strategy, while the sponsorship is more efficient, when it's inserted gently and not overwhelming the main aim and goal of sponsorships and the event in general.

When choosing a sponsorship method, the impacts of the strategies are important. When the proportion of sponsorship and advertising is correct, the effects of such campaigns can strengthen the brand and lead to good commercial results. Deciding for a combination of both methods, means being the official sponsor and doing also in-kind sponsorship has to be planned precisely, as it can easily lead to problems like overwhelming the customers and alarming their persuasive knowledge. According to Cowley and Barron (2008) the usage of both methods at the same time can lead to negative impacts to the brand attitude According to the omnipresent appearance of the brand at the event. Various hypotheses have to be researched to find the best combination of sponsorship methods and advertising a brand. Studies taken by Carrillat et al. (2012) show, that a combination of sponsorship and advertising in the field of sport events influences the brand positively, as long as the presence of the sponsoring company is not too high. The results of the study

show that being either official sponsor or providing material and stuff, which is going to be used during the event, is the most advantageous strategy for companies. A combination of both strategies at the same time is less effective than deciding for one method. In the study, the companies Adidas and Nike represented companies to try out various sponsorship strategies. The results show, that deciding for one strategy at one event is the most beneficial approach. The outcomes of implementing both sponsorships at the same event simultaneously were less desirable than doing no sponsorship at all. The results of this study show the general positive attitude of consumers Based on sponsorship strategies (Meenaghan 2001, Meenaghan and Shipley 1999) and the altruistic sense of companies using sponsorship for their brands versus the commercialism and the real motives behind sponsorship (Carrilla et al. 2008) when an over-presence and advertising strategy gets to majority. The study shows that advertising in combination with either event sponsorship or in-kind sponsorship leverages the brand attitude and affected the attitude towards the advertised product positively than just advertising without sponsorship. As long as the altruism and goodwill in the sponsorship method is kept and the sponsorship is implemented gently, a company can benefit from sponsorship and the positive basic adjustments customers have. The fact, that the study examined sport events, other sections (e.g. cultural events) tend to be less commercial-orientated and the influences could vary. In this study, the type of sponsorship was changed in various cases, not the degree as in Wakefield et al.'s (2007). In Wakefield et al. (2007) the prominence of the sponsor-event association was changed. The more important the sponsor-event association got, the higher was the brand recall in Wakefield et al. (2007) studies. The study here distinguishes from Wakefield et al.'s (2007) study, as the impact of using two strategies at the same time and the exploitation of the influence of sponsorship was researched. The corporation of sponsorship and advertising is a complex model, where lots of factors are involved and have to be considered to reach the desired results. Meenaghan and Shipley's (1999) research showed that sponsorship conclude more courtesy than advertising and gentle sponsorship at (e.g. a sport event) can increase the results for the brand and the customer's attitude to the brand. When the influence of sponsorship methods is to keen, the benefits of sponsorship dissolved.

### **2.1.3 Philanthropy**

In this part the question if Philanthropy can create value for a company is discussed. Generally, there are three types of philanthropy: corporate giving, corporate volunteering and corporate foundations (Gautier and Pache 2015). Besides these three forms the framework of Anheier and Leat (2006) is used to distinguish between corporate philanthropy

in a charity, scientific philanthropy and a new scientific philanthropy access. Noble et al. (2008) point out four main motivational categories why companies join charity projects or donate: strategic profit maximization, altruistic motivation, political motivation and managerial utility motivation. In reality, mostly combinations of those four motivations summarize the motives of companies taking philanthropic actions (Campbell and Slack 2007).

According to Anheier and Leat (2006) in today's philanthropy practice exists three concepts. These stages are chronological, and they co-exist. The first stage is "charity", which provides benefits to the people located close to the company. This can be financial support or the support of employees, although this approach is criticized most for not solving the origin of the problem but just curing the results. Foundations of John D. Rockefeller and Andrew Carnegie enabled to react on the critics Based on charity and the term "scientific philanthropy" was created. The main idea of this type of philanthropy is to combat social problems by communicating knowledge and researching charity projects. Philanthropic actions in this sector can be donations for the local infrastructure, organization of employee days with charitable purposes to improve the team atmosphere and hosting jubilees and company anniversaries. These activities can prove the company's philanthropic commitment. Also, this model was criticized for focusing on theoretical ideas without considering the intricacy of social processes and different cultures (Anheier and Leat 2006). The "new scientific approach" contemplates the consequences of corporate philanthropic activity, the usage of the knowledge for philanthropy and the implementation of these instruments to solve social problems. This approach focuses on a combination of business goals and social goals, where both sides can benefit. This can be achieved by donation subsidies (employees are donating money and the company multiplies the donation), sabbaticals, mentor programs, where employees implement their professional knowledge in social cases or topic-based foundations, which are closely related to the companies policy and goals.

Concerning Fombrun and Shanley (1990) corporate philanthropy can support companies to protect capabilities and relief from stakeholders, as philanthropy can lead to a desired reputation of the company. By implementing philanthropy into the company's strategy, the company gains strategic resources that strengthen and increase the value of the company (Bergström and Diedrich 2011; Fombrun, Gardberg and Barnett 2000). Despite that, some authors see in corporate philanthropy mainly costs that use the company's resources and social well-being without leading to a positive input to increase the company's value (Jensen 2002; Masulis and Reza 2015). According to Galaskiewicz (1997) corporate philanthropy can be a reaction to the pressure of the society to keep up the social status of managers in different spheres (Schnurbein, Seele, Lock 2016).

Corporate philanthropy is aimed to increase the social welfare of a society (Godfrey 2005). Corporate philanthropy doesn't lead to concrete beneficial results and therefore

improvements in different fields like education, art or social issues are interpreted as benefits from philanthropy. Porter and Kramer (2002) emphasize the action of doing something good to the society and contemporaneous increasing the competitive status of the company. They point out that

“[...] the acid test of good corporate philanthropy is whether the desired social change is so beneficial to the company that the organization would pursue the change even if no one ever knew about it.” (Porter and Kramer 2002, 67).

The benefits can be in substance like better competitive positions for the company or immaterial like the creation of positive moral capital to the stakeholders (Godfrey 2005). Strategic philanthropy is considered as a business activity bringing lots of values and stated as “giving of corporate resources to address nonbusiness community issues that also benefit the firm’s strategic position and, ultimately, its bottom line” (Saiia et al. 2003, 170). According to Brown et al. (2006) philanthropy can result in self-benefits of the companies. Based on this finding, it’s hard to distinguish between self-orientated motives of managers when donating money (Galaskiewicz 1997) and achieving positive results and a positive image for the company from the stakeholders (Wang et al. 2008; Wang and Qian 2011). When philanthropy is taking a part of the company’s policy, it’s hard to appoint the real motives, as it can’t be proved or fixed with any numbers or facts. Therefore, philanthropy is non-transparent, what makes it difficult to identify the real motive and intent of philanthropically behavior. Corporate philanthropy can lead to an improvement of the company’s reputation and social image (Gardberg and Fombrun 2006) as well as strengthen the self-assurance of the managers (Cennamo et al. 2009). The majority of the positive outcomes of philanthropy are immaterial, like goodwill and reputation, (Surroca et al. 2010) and it takes a while to achieve those results (Barnett 2007). Oppositional there are thesis that say, philanthropy can help companies to attain knowledge, strategies and resources, which are difficult to gain (Barnett 2007; Godfrey 2005). According to Barney (1991) and Dierickx and Cool (1998), the biggest value for companies is created when implementing the corporate philanthropic strategies resources which are rare, valuable and expensive to copy by other companies. As a result, corporate philanthropy can enhance the company’s value by maintaining goals of the organization (Smith 1994) or increase the competitive position of the company (Porter and Kramer 2002).

Spence and Thompson (2009, 372) described corporate philanthropy as a “structurally incoherent discourse”. The implementation of corporate philanthropy can happen in various ways and is often combined with corporate social responsibility (CSR). Examples, how these implementations can look like, is the one of Mastercard. Mastercard includes philanthropy in its corporate responsibility commitment and the main factors are financial literacy, diversity in suppliers and enabling power to women. Still considering the Mastercard example, they work in the three typical philanthropic actions what are corporative



giving, volunteering and corporate foundation, which is independent. (Schnurbein, Seele and Lock 2016).

As mentioned above, the combination of philanthropy and CSR is common, but not necessarily linked. Philanthropy can be also connected to sustainability, as in the example of the Swiss chemicals producer Clariant. For them, philanthropy is a part of their sustainability program, which contains the topics people, planet, performance and sustainability in the workplace. Clariant takes care of philanthropic actions in the company and therefore philanthropic activities like corporate citizenship are integrated, even if those are fields of the CSR sector. Corporate citizenship actions are activities like scholarships, help with problems and sponsorships and they are all close related to local communities, with whose Clariant is partnering (Clariant 2012).

The differences in the realization of philanthropic activities in the companies are culturally embossed, for example the differences between Europe and America. Considering this fact, there are European companies using the American style of philanthropy like Novartis and therefore this generalization might not be generally true. The margin can be also caused by unclear definitions and distinctions between CSR and corporate philanthropy in the theory. In the literature exist several debates on the connection and role of CSR and philanthropy, as philanthropy can be seen as a favored part of CSR or, on the other hand, no connection between those two strategies at all (Carroll 1999, Aakhus and Bzdak 2012). Based on Carroll (1991) corporate philanthropy is part of the final and plenary step of CSR, he notes this also in his famous CSR pyramid. CSR and corporate philanthropy trace different conceptualizations. The connection of CSR and the core business of the company are strongly and expected and also required, while corporate philanthropy can be described as voluntary (Leisinger 2007). To implement corporate philanthropy to the company, the required prerequisites, what are the economic, legal and ethical responsibilities (CSR) have to be complied. Therefore, corporate philanthropy is always related and connected to CSR, but its significance is valued According to the creation of economical, motivational, creative and moral values. According to Aakhus and Bzdak (2012) corporate philanthropy is a respected activity in businesses as the four fundamentals for today's businesses are noted. These fundamentals are economic, motivations, creativity and morality and build the base of today's modern businesses.

#### **2.1.4 Volunteering**

In today's society it gets more and more important to act social and to support a human growing of the civil world. Individuals tend to spend more money, time and effort to enhance this situation and also companies put more effort in convincing their employees to take part in social beneficial projects. Volunteering is often connected with a third

party, for example monetary donations and support via physical and human capabilities. Besides that, many companies and especially private companies, integrate volunteering activities in their company's policy as a part of their CSR strategy (Claudia Nave and do Paco 2013).

There are differences between volunteering organized inside of the companies like some events or activities company intern and volunteering for charity purposes. By combining volunteering and work, the employees can get advantages over volunteering outside of the workplace. Volunteering in the company can satisfy employee's needs and fulfill motives to help (Pelozza et al. 2009). When companies try to improve their draft of social responsibility, they try to combine supportive activities for the association to show the companies as well as the country's development. According to Porter and Kramer (2002) a company has to take care of the social outcome of the company to reach social responsibility, economical results alone are not enough to achieve this goal. Do develop the society more energetic, more and more companies integrate volunteer activities in their company's plan. This should lead to an active participation for a change in society. To understand the role of volunteering in connection with the workplace, it's important to understand the employees' motives to take part in such activities as well to examine demographic patterns such as gender and age.

According to Kotler and Lee (2005) companies can act like examples of CSR integration to induce employees, customers and the society to act more socially responsible and to work for development at the point of enhancing the environment and society. The six areas, where CSR strategies could be involved in, are: corporate social marketing, cause-related marketing, cause promotions, corporate philanthropy, and community volunteering and socially responsible business practices. To examine the strategy of corporate volunteering there has to be defined, what this term stands for and includes. Based on Wilson (2000) volunteering is defined as "the undertaking of any activity in which a person (a volunteer) freely offers up his time on behalf of another person, group, organization or cause without receiving any financial or material reward" (Claudia Nave and do Paco 2013, 32). Volunteering can be from single persons or from a group and can lead to build universe performances on a grand scale. It is a kind of helping others and involves the volunteers in the process of something new arising or supporting something already existing. By spending own time and resources, volunteers tend to be more included in the outcomes (Hartenian and Lilly 2009).

According to Lukka and Locke (2003) the companies have to convince the employees to take their leisure time to support social strategies by investing time and human resources for free. This can lead to the desired output for the company and the society as well. Corporate volunteering distinguishes itself by providing support and stimulation by the employer and volunteering is appreciated and noted in the company's policy. This can be formal, informal or in form of several projects. Volunteering programs and projects

can be either employee-led or initiated by the employer (Pajo and Lee 2011). Corporate volunteering can contain several activities like “giving specialized technical support, lectures and workshops, supporting an organization, promoting fund-raising events, giving emotional support to hospitalised people, providing entertainment for old people and organizing campaigns” (Claudia Nave and do Paco 2013, 33).

Based on Ellen et al. (2000) companies can benefit from corporate volunteering as the attitude towards socially responsible projects is seen positively by the customers and the company can emphasize its interest in humanitarian concerns. Besides the society, other stakeholders note social engagement positive and therefore corporate volunteering can bring a benefit in B2B relations. Therefore, it can be said, that decently integrated corporate volunteering programs can bring advantages for all involved participants. The society benefits According to less social problems and better life-quality, the employees receive satisfaction and confirmation for their actions as well as the possibility to learn new things and get motivation for future projects and last, the company itself can improve the reputation and create the company’s image actively.

As earlier mentioned, the demographic patterns are important to be analyzed to understand the concept of corporate volunteering in a holistic way. Shin and Kleiner (2003) define a volunteer in general as a person, who allocates her or his help to an establishment without any financial compensation. In the literature the different types of motivations for people to take part in corporate volunteering are various. Some authors claim, that there are just two types of volunteering people. Bendapudi et al. (1996) distinguishes between altruism and egotism. Altruism describes the classification, where the outcome is mainly for others, not for the volunteer himself. Egotism exists as a contrast to altruism and then the motives for volunteering are mainly self-orientated. Another approach is supported by Dolnicar and Randle (2004) who say, that volunteers spend their time mainly to receive in the end personal success and their exclusive rewards. Clary et al. (1998) state that the volunteer participation in projects and programs mainly fulfill personal needs, every volunteer has individual motives and reasons. They involved the volunteer functions inventory (VFI) scale to point out six categories that explain the motives of volunteers. Firstly, the values are important, as people have altruistic and social concerns about other people. Secondly, understanding and gaining knowledge and new abilities. The third motive is enhancement what makes volunteers eager in increasing their own self-esteem and achieving personal growth. Motive number four is a social motive, because volunteers want to improve their connection with others. Besides that, volunteers want to reduce negative feelings and see in volunteering a strategy for problem solving. The sixth motive is the desire to gain some benefits, which can help to increase the personal career According to experiences in the field of work.

In their studies, Dolnicar and Randle (2004) examined the behavior and demographic details of persons and found out, that specific correlations can be coordinated with the

typical volunteer. One of these outcomes are, that male individuals are more likely to take part in volunteering in sports or leisure time activities and women tend to invest their time and workforce more in social projects. The results, that women are mainly social active, are supported by Malanska (1993), what makes volunteering in general mostly a female duty. Based on Zweigenhaft et al. (1996) the majority of volunteering persons are women. According to that, volunteering is a mainly female embossed sector. The reasons, why more women are involved in volunteering are various: they have more time available to spend; they show more empathy and the need to help others, show warm feelings to close related people and in general is the role of someone who takes care for others by tradition closer related to women than to men (Zweigenhaft et al. 1996).

Based on Gidron's (1978) study, young people tend to take part in voluntary activities in order to gain professional skills, which can help them to improve their careers. Briggs et al. (2010) combined the age of the volunteers with their motives of volunteering. Young people focus mainly on motives centered on themselves and personal motives, while for older adults' other motives are important and the driving force. Besides these core reasons, young adults take part in volunteering activities According to group pressure, to understand and improve their own self-image and to develop the own personality. The motives of older adults are mainly their understanding of being a responsible part in the community, an improvement of the social situation as well as a contribution to make the world better for other people and improve their lives. According to Wei et al. (2011) volunteering bestows the volunteer's satisfaction and a happier life. Marta and Pozzi (2008) point, that young adults are an important group for feasible volunteers with their specific reasons and motivations in certain stages of life. Young adults tend to imitate social behavior and behavior patterns (Marta et al. 2006).

In Claudia Nave's and do Paco's (2013) study, 222 volunteers from company A were analyzed. A big part of the employees stated, that they already took part in some ("1 to 3 activities") volunteer programs so far. A majority of over 66 percent said, that they spent "1 to 10 h" voluntarily per week. Slightly over the half of the respondents stated, that they didn't take part in any other volunteer program apart from the volunteering they did at the workplace via their company. 54 percent of the employees stayed volunteers for a period of "1 to 5 years". As already stated by Burns et al. (2006) altruism is one of the main motives for volunteering and this was confirmed with the help of the Cronbach's  $\alpha$  test. The average result for altruism with Cronbach's test was 4.152. Other important motivational factors are Understanding (4.012), Enhancement (3.353), which represents the personal growth and development. Career (1.994) reached the lowest number and is regarded as the least motivational reason to take part in volunteering activities. Based on these figures, people tend to expect personal growth and show altruism, but not a gain in professional skills or knowledge for their field of work when participation in voluntary projects (Lee and Won 2011). Similar results were found by Agostinho and Paco (2012)

when analyzing volunteer work in non-profit organizations. Altruistic motivations and values are also in Pajo and Lee's (2011) study pointed out as the main motivators for volunteer engagement. People want to share their time and workforce to spread humanitarian ideas by direct actions. According to that, volunteer activities are a suitable possibility to satisfy the human need to help others for most of the employees consulted. Pajo and Lee (2011) emphasize the importance of task-relevant working and indicating a relevant connection of the activities fulfilled by volunteers.

Claudia Nave and do Paco (2013) researched also the difference in the motivational factors between the genders. The hypothesis, that there are significant motivational differences between male and female volunteers involved in a company's volunteer program, can be just partly acknowledged. In some areas, like Understanding and Protective, the research showed differences between the genders, while others like Values, Social, Enhancement and Career, the motives and motivational factors are quite similar. The results of this study are disputing with Zweigenhaft et al.'s (1996) as he stated that women tend to be more voluntarily active and make the biggest part and the most effects in volunteering are made by women and not by men. According to Claudia Nave and do Paco's (2013) research, women tend to see motives and factors for volunteering more important than men, even if these differences are marginal. Dolnicar et al. (2007) pointed out, that men tend to take part more in sport or recreational orientated volunteer programs, while women are more active in social activities in a community. Company's often provide the last one mentioned as possible volunteer programs to their employees. Besides the differences in the gender motives for volunteering, Claudia Nave and do Paco (2013) also researched the disparity in the motives between younger and older employees. The motivational factor Values got the highest reception from the employees aged between 31 and 40 years. Wei et al. (2011) prove this result as it says that adults have a feeling of being responsible in and for a community, satisfy own social desires and account for someone else's well-being. Understanding as a motivational factor was achieved the highest score from persons aged between 20 and 30 years. Enhancement, Social and Protective were stated by an age group of over 60 years the highest. The factor Career got the highest popularity from people between 20 and 30, but in this motivational factor the results are not consistent via different age groups and the figures vary. According to Clary et al. (1998) and Gidron (1978) young people tend to be voluntarily active to gain experiences and as a result of that to improve their personal skills. Briggs et al. (2010) have similar results which show, that the age of the volunteer co-decides the motivations for volunteering and linked to the study, young people tend to have personal motivations and reasons to volunteer are based to themselves as persons. Besides that, for younger volunteers' motivational factors are more Understanding and Career, while older volunteers tend to be more attracted by the factors Enhancement and Protective. Claudia Nave and do Paco (2013) made research in corporate volunteering but their findings are overlapping with

other studies, like the study of Farrell et al. (1998). Volunteers, no matter if they are volunteering individually or in a corporation, have similar motivational factors. The factor Values is marked as the major factor of volunteering and shows that volunteers want to achieve together success for a special project or activity and the resulting outcome. Considering the findings of Rocha (2011) and Agostinho and Paco (2012), the factor Career was considered as a less important reason for volunteering. Assessments after volunteer programs in companies showed, that the employees benchmarked volunteering positively and satisfied. Taking part in volunteer activities helped the employees to widen their horizons, increase communication skills and the skills to help others, doing teamwork, negotiating and adapting to new situations as well as personal results like improving creativity and the own communication skills, interest in problem-solving strategies, continuous improvement and leadership qualities. Besides volunteering for altruistic reasons, the study showed the positive influence of volunteer activities for the company. Volunteering can improve the company's reputation and benefits from finding the best and most qualified talents working in the company. These results are confirmed by Allen (2003) who stated the positive impact of corporative volunteering to a company. Based on Allen (2003) corporative volunteering can lead to better strategic objectives, improving the reputation and the image of the company as well as strengthen the relationships company intern.

### **2.1.5 Charity**

Charity is often connected with religion. Religious people, in this case as an example believing in the Islam, are emboldened to give food to hungry people, share their clothes with the poor ones and to help people in need (Mufti 2015). Based on Porter and Kramer (2002) philanthropy has become an important strategy to enhance the advantage of a company by involving charity and social renewals into their business strategies. Therefore, business charity is seen as a successful approach to approve the business' reputation (Kleber et al. 2016). Charity in companies is seen by a lot of customers skeptically, as they tend to be careful by spending money (Teo and Tan 2013) and they question the use of the money for charitable projects as they don't want to support capitalism (Chowdhury and Fernando 2013). Friedman (2002) states, that the belief of the free society is, that economy should focus on profit and business executive and not on making financial donations, as charity will harm the economic success of businesses. In economics, altruism has its significance and is often connected to utilitarianism, what focuses on making positive implications to the company's process (Furnham et al. 2016). Jeremy Bentham and John Stuart Mill are considered as the classical utilitarian and their theory includes raised purchases which lead to more contentedness (Driver 2014). In consumerism, the ethic of

the work of an individual is quoted high, what leads to a reduction of the level of materialistic needs and importance (Lee et al. 2010).

Shared responsibility is an important approach in businesses and lead to competitive benefits and corporate brands (Sullivan 2009). The cooperation between charity programs, businesses grow and business ethics getting more and more important. This transformation is According to the raising importance of CSR, working corporate governance and the changed approach of stakeholders (Choudhury 2016). According to Hur et al. (2014) companies reach a higher creditability when they are involved in social activities and programs. With the help of companies, social activities can raise their high profile and as a result of that achieve more and higher donations (Besiou et al. 2014). The cooperation between companies and social programs represent and forward the social change movement (Wayman et al. 2012). Based on Powers and Yaros (2013) the organization taking part in a charity program helps the customer to trust in this program, as they trust the organization and this act like a role model. To achieve increased consumer trust, from time to time there needs to be a commutation between social and financial outcomes from the charity program (Chang et al. 2015). People, who make donations, want to be sure to support the real charity project and not sponsor managerial costs of a company. In this case, trust is the key factor to motivate people to donate money (Kashif et al. 2015). A high corporate brand equity can help to motivate consumers to take part in charity actions, as they recognize the company's brand and the higher the brand equity is, the more the people trust in this company and take part in charity programs the company is also taking part in (Malcolm and Driesener 2016). A study by Pratono and Tjahjono (2017) showed that corporate brand credibility has a positive influence on the intention of the consumer to donate in charity programs. Charity campaigns supported by companies with a high brand creditability creates trust and motivates and encourage consumers to take active action in donation programs. Previous studies from Kashif et al. (2015) also stated that the trust of customers is the main factor of motivating people to donate. One aim of the study was to point out to what extent brand equity influences the willingness of customers to donate. The results show, that brand equity has a big impact on the customer's motivation to donate. Former studies affirm these findings as there was stated that a strong correlation between corporate brand equity and the loyalty to donate (Omura and Foster 2014) as well as a higher recognition value of the brand in public According to charity (Michaelidou et al. 2015). The consumer's attitude Based on materialism influences the consequences of brand credibility and also the aim to donate. Materialism and brand equity combined influence the customer's donation behavior negatively. Generally, the study supports the theory which accredits brand credibility and brand equity as key factors in the sphere of charity. To integrate corporate brand and charity activities, marketing strategies as well as charity skills are needed and implemented. Fundraising, as an example of charity, is not a one-time occurrence, as it influences the brand credibility and brand

equity long lasting. When a company practices marketing via donations, this has to be followed and adapted regularly like other marketing strategies as well. Compared to humanitarian organizations, businesses often have a competitive advantage and when using charity as a marketing strategy, the companies have to emphasize some ethical topics and let the customers know, that the charity program makes the company itself also a better company. For companies and especially the management section of the company these factors are important to keep in mind to understand the needs of always changing customer behavior. Charity programs towards organic and ethical adherence are more likely to be supported as customers tend to be less interested in donating in campaigns, which support materialism. For companies it's important to share the social impact of the charity activities to strengthen on one hand the relation to the customers and on the other hand proof the real results and authenticity. Furthermore, companies should make it easy for the customers to participate in charity activities and to provide the customers their own individual impact they made on the whole project. Charity projects tend to be in the predicament between social value and materialism. According to that fact, it's important for companies to make efforts to build trust to the customers. Corporate brand and charity activities should be well balanced to create an authentic situation. Social acceptance and support from charity campaigns can replace the upgrade in the own self-trust otherwise often reached by purchasing material goods (Pratono and Tjahjono 2017). Therefore, marketing practices should fortify to publish consumption messages without the encouragement towards materialism (Chowdhurdy and Fernando 2013). Corporate brand is not just for appropriate business organizations but also suitable for social activities. According to Pratono and Tjahjono (2017) the position of brand credibility and brand equity influence fundraising strategies According to rising materialistic attitudes of customers. According to that, businesses have to understand their own roles, what include conscious corporate responsibility and the need to make out the expectations of the stakeholders and interpreting social trends and changes. In this regard, companies and also third sector organizations have to consider their impacts and try to guide their actions in the direction of a positive social change what leads to a desired goal of a wider set of business metrics.

## **2.2 Synthesis**

The main terms of this thesis are Sustainability and CSR, Sponsorship, Philanthropy, Volunteer and Charity as sub terms of sustainability. All these terms together are the necessary base for a company and its 'sustainable behavior. In the theoretical part above these terms are explained and set into the appropriate context of this thesis. In the Synthesis a



short summary of all terms is provided to give an overview over the theoretical terms used.

The term sustainability is not clearly defined. Today's discussions about sustainability are often settled in economical or environmental backgrounds. According to Agyekum-Mensah et al. 2012 sustainability means to hold and preserve the environment, the world and the human being. There is no clear definition, when the term sustainability started to play an important role in the world and world's economy. Adams (2006) claims, that the origin of the term sustainability was set during an UN conference on human environment. In this conference the status of poverty was seen problematic and sustainability in this area promised better conditions. Sustainability grows out of "the triple bottom line", which is economic, social and environment (Agyekum-Mensah et al. 2012). Basically, sustainability tries to combine and compromise the balance between companies own benefits, benefits and needs of its stakeholders and the protection of natural and human resources. Sustainability aims to fulfill recent needs to provide an appropriate life and living conditions to the future generations. According to Prasad (2015), sustainability is one important factor to enable a company to achieve positive long-term effects. Sustainability and the growth of an economic company are getting more and more connected, but from some points of view these two terms are antitheses. According to Dresner (2002) people are getting more and more aware about the importance of sustainability and that every single individuum on the planet is responsible for a good-working planet by doing sustainable actions. Sustainable actions are taking place in companies, but the implementation of sustainable behavior into companies' strategies are difficult to fulfill (Thompson 2002). In the construction industry companies are trying to implement sustainable working into the company's policy, the integration doesn't always show the expected results (Hill and Bowen 1997). According to Heidegger (1982) technology is important for sustainability and actions made by human beings bring damages and benefits for a company at the same time. The general attitude in companies and corporates is predominantly positive. A research made by The Economist (2008) showed, that approximately 96 percent of the managers see social and environmental sustainability as an important key factor of the company's' success. The overall opinion about the importance of the implementation of sustainability into a company's working culture is indisputable; the implementation is still quite uncertain.

Corporate social responsibility (CSR) is a term with long history, as it reaches back to the time of Confucius in China around 1100 and even before (Congress, Quality and Proceedings et al. 2004). CSR plays an important role in today's companies and the main task is to find an adequate implementation fitting to the company's' needs (Orlizsky et al. 2011; Kurucz et al. 2008; Maon et al. 2010). Callahan (2010) and Van Maanen et al. (2007) created a model with the three main types of CSR models existing in companies. The first model is the ideological model, which describes the corporation between

ideological profiles, social values and the ruling strategies of the company. This behavior embosses the relation between the society and the company. There are various factors to change the culture in companies, the main factors are values and convictions and those values are set in context with political and social topics to emphasize the values in the company. The values of a company also influence the personal values of the employees (Callahan 2010 and Van Maanen et. al 2007). According to Maon et al. (2010) a company has to run through various steps of development to reach the most effective implementation of CSR strategies. Five possible strategies of CSR implementation in a company are centrality, specificity, proactivity, voluntarism and visibility (Rare 2005). Sponsorships play an important role in today's companies' structures. According to Meengahan (1983) companies tend to combine advertising strategies with sponsorships to reach double effects. There are differences in sponsorship and advertising and according to Meenaghan and Shipley (1999) customers tend to see advertising more commercial and sponsorship more human orientated. When a company is using advertisement to advertise a brand, this manner is often chosen to earn money and raise winnings. Sponsorship campaigns are aimed to show interest and awareness and to support the aim of the sponsored campaign. Advertisement tend to raise in the customers the feeling of being manipulated, while sponsorship generate positive attitudes. Concerning Cornwell et al. (2005) and Meenaghan (1983) there exists two basic ways of sponsorship, where the first type provides monetary support and the second type support for organizing events and/ or something similar. Besides Sponsorship, Philanthropy is another important factor, which should be concerned by companies. Gautier and Pache (2015) distinguish between three general types of philanthropy: corporate giving, corporate volunteering and corporate foundations (Gautier and Pache 2015). Noble et al. (2008) point out four main motivational categories why companies join charity projects or donate: strategic profit maximization, altruistic motivation, political motivation and managerial utility motivation. The combinations of those four motivations summarize the motives of companies taking philanthropic actions (Campbell and Slack 2007). In general, in today's society it gets more and more important to act social and to support a human growing of the civil world. Individuals tend to spend more money, time and effort to enhance this situation and companies put more effort in convincing their employees to take part in social beneficial projects. Because of that the role of Volunteering is getting more and more important, also in companies. There are differences between volunteering organized inside of the companies like some events or activities company intern and volunteering for charity purposes. By combining volunteering and work, the employees can get advantages over volunteering outside of the workplace. Volunteering in the company can satisfy employee's needs and fulfill motives to help (Peloza et al. 2009). According to Porter and Kramer (2002) philanthropy has become an important strategy to enhance the advantage of a company by involving charity

and social renewals into the business strategies. Therefore, business charity is seen as a successful approach to approve the business' reputation (Kleber et al. 2016).

### 3 MEYHODOLOGY

The purpose of this study is to find answers to the question “What are the interests of the companies in charity campaigns”. The main question will be answered through sub-questions:

1. What are the interests of the companies in charity campaigns?
2. What forms of charity do companies consider beneficial?
3. How does the process of joining charity campaigns work in the company?
4. What is the role of the stakeholders in choosing the campaigns?
5. Why does the company communicate about participation in the charity campaigns?

In this chapter, the research design of the study will be presented. The first part will be demonstrating and explaining which research method was chosen. The second part will explain the theory of the collected data. The third part will be discussing how the interviewed companies have been selected and the fourth section will review how the data was gathered. The fifth part will be handling data analysis and concluding, the last part is about trustworthiness of the study through confirmability, dependability, credibility and transferability.

#### 3.1 Research method

First step was to decide which research method to choose. As it was said in Silverman (2001) the choice of research method should be explained by the fact of the answer you are trying to find. Quantitative research method is hypothesis-testing research where you can test your hypothesis, which you have derived from the literature on the subject (Kuada 2012). A qualitative research method is more about in-depth understanding of human behavior and the reasons that lead to it. It is more about “why” and “how” questions than just “what”, “where” and “when” (Glenn 2010). For this work, the qualitative research method is more suitable. As it was mentioned by Glenn (2010), in some cases small and focused samples are more suitable than big and randomly chosen ones. In this research, it was convenient to analyze deeply the mentality of the small amount of chosen companies by customizing questions precisely for them. Because of the possibility of endless reasons for joining the charity campaigns and anyway a topic difficult to generalize, the qualitative research method was more suitable for the thesis. Usually when tried to find the answer why someone is behaving or thinking as he does, qualitative research method is used (Kothari 2004).

This thesis is trying to find answers for the behavior of the companies in charity campaigns. The purpose is to make new findings and generate new theoretical understanding. Every company is different and has its own reasons for own purposes. For that reason, the qualitative research method fits better than the quantitative one. By using the quantitative research method, the theory would have been studied and the hypothesis would have been generated based on it. It would have been the researchers own viewpoint on the situation based on theory, not the reality and especially not the view of the participating companies. The empirical part will help researcher to understand the topic in real life. After that, the new theory will be built on top of it. Qualitative research method also has other advantages that should be mentioned. First, there is the possibility of open discussion, which can go in different directions in different interviews. This can open new topics and lead to new findings. Furthermore, the interviewee can say the own opinion and tell about own experiences and the personal point of view (Glenn 2010).

When gathering data, the interview as a data collecting method was chosen for this study. Interviewing is one of the most powerful and common ways how researchers try to understand other people. There are many different ways of interviewing, each for different purposes (Fontana and Prokos 2007). The interview is a form of discourse where two people are talking with each other. It is shaped and organized by asking and answering questions. Therefore, the interview is a product, which results from the discussion of interviewer and interviewee, how they talked and what they talked about (Mishler 1986).

The interview is the most common way of gathering information in qualitative research method (Pitkäranta 2010). The interview is a method where the interviewer asks questions to the interviewee in face-to-face meeting or by telephone. It is all about asking questions and getting answers (Kothari 2004). The interview can be structured, semi-structured, theme interview or an “open” interview. Structured interviews have the same questions in the same order for all participants. Open interviews are also called unstructured interview. There is no structure or pre-arranged questions. Semi-structured interviews are positioned between structured and open interviews. In theme interviews the researchers decides the themes and topics and goes through them in a flexible manner. It is not precisely the same for all participants (Pitkäranta 2010).

This study will follow the semi-structured method. It fits well because the research has three sub questions, which are topics Based on each company individually and there is a need to discuss them with each interviewee in a different way. Naturally sub questions will divide the interview into three parts, each question will be an own part. The first part will be discussing what kind of campaigns the particular company is trying to join. The second part will be discussing in what kind of campaigns the company has been taking part in the past and the last part will be about joining the campaign and talking about the process to join a campaign. The positive sides of semi-structured method are the balance

of structure and openness. The questions are open but still the same to everyone. Another benefit of this method is that it provides a strong element of discovery (Gillham 2005).

In qualitative research method there is no exact measure when it is enough data gathered. There is still a thumb rule that there is enough data gathered when new participants don't bring extra value to the research. This is called saturation (Gillham 2005). Here needs to be also mentioned the value of secondary data. Normally most of attention is paid to primary data, but in case of this thesis, secondary data can provide relevant data for the research. Secondary data could be used to support the data gathered in the interviews. It can provide supportive information for answers given in interviews or even different message than the interviewee communicates. This can happen in situations where companies see situations differently than the customers and other stakeholders. For this reason, it is important to research possible secondary data to support data received from primary data and not under evaluate it.

### **3.2 Interviewee selection**

The selection of a good sample of companies for this research was a set of hard decisions. There are plenty of different factors that effect on the decision-making process. There is a possibility of choosing companies from the same industry. The companies can be chosen so that they are from the same size category or even two previous factors combined. Choosing companies from same industry would provide us with a data, which will reflect the view of the precise industry. The problem would have been different sizes of the companies. The size of the company can affect on decision-making structure and on the amount of resources. This option would have created difficulties in choosing the industry. By choosing only same sized companies there would have been difficulties of measuring exact groups of same sized companies and by making the decision which group to choose. Size is also making differences in charity behavior. The common problem for both choosing methods would have been random dispersion of charity campaigns in which companies are taking part. The result could have been hard to analyze According to the possibility of not having anything in common.

The selection of companies for the interviews in this research was decided to take donators for the "New Children's Hospital 2017" -campaign, which includes those companies, who donated over 100 000 Euros. With this decision, it was easy to make limitations. The benefits of choosing one charity campaign are that those companies have something in common; they donated to this several campaign. By limiting donations over 100 000 Euros those companies were all quite big ones and socially active. Another benefit was that this campaign was supporting kids and health, so all just companies fitting to this sector were selected. This choice also made finding and choosing companies easier.

“Uusi lastensairaala 2017” –campaign is fundraising for the new hospital for kids in Helsinki. This campaign was established on 13.12.2012 and the fundraising was started in February 2013. The plan was to collect 30 million Euros. The whole project of building the hospital was estimated to cost 160 million Euros. In August 2014, the hospital was started to build and in the end of July 2015, money collecting was stopped because of reaching the target. At that moment the campaign achieved already donations of 36.5 million Euros. By spring 2018, the hospital is planned to be built. (Uusilastensairaala2017.fi) This campaign was very active in the media since its very beginning. This campaign was involved in concerts and other events. People and sport clubs challenged each other to collect money, so this was a socially important event, which was apparent in the media. Overall it had eleven big donor companies that donated over 1 000 000 Euros, eight persons that donated over 100 000 Euros and 25 companies or communities with donation over 100 000 Euros and great number of others with smaller donations (Uusilastensairaala2017.fi).

Other criteria for defining companies to interview, was that they must be Finnish companies. It was also decided to have companies not funds, charity organizations or societies. By these criteria 24 companies out of those 36 mentioned above were fitting to the parameters. For mastering the topic better, it was planned to interview the organizer if the organizer would agree to give an interview.

As a pre-task to the interviews, a list of interview questions was made. The frame was basic for all companies. It has three theme questions. After each question, follows an open discussion. Extra questions were also planned, but their usage depended how talkative the interviewee was. Before every interview, a small background research needed to be done to modify secondary questions to fit the company. This was made to avoid aggravating moments, panic and inconclusive questions. The fact is that companies chosen for the interview are from different industries and they take part in campaigns differently. This has to be considered before interviewing. Basically, the core questions were the same for all and the preparation was only to feel more comfortable and confident during interview. This is very important because it needs to be considered that the answer on the question depends on the form of the question and how does the respondent understand it (Mishler 1986). Impression of a proficiency and fluent conversation are good tools for gathering as much data as possible.

### **3.3 Data collection process**

In this work, the interview is used as a main source of gathering data. The aim is to get as many face-to-face interviews as possible from selected companies. Secondary data will be also used to support data gathered from interviews. The purpose of using semi-

structured interviews is to get answers to the questions needed and the possibility of having open topics to discuss if the conversation will evolve into useful topics for precise research. To get accurate data available secondary sources will be analyzed and combined with primary data.

The process of data collection started by sending a brief description of the thesis and the main topics of the discussion to all 24 companies which were chosen for the interview. The invitation included contact information and the suggestion to meet face-to-face for doing an interview. The selection of the right contact persons was challenging, as it seemed like in different companies' different people/departments were responsible for charity activities. Therefore, the task of the first few weeks was to find the appropriate contact persons. The first interview took place about two weeks after the first contacting, on 24.11.2015, and the interview was held via phone with the executive vice president of Sinituote Oy, Aino Määttä. The duration of the interview was 40 minutes. At the time, when the first interview took place, only 15 out of 24 companies replied to the invitation for an interview. After that, a numerous amount of calls and re-sent e-mails lead to the result, that after some weeks, the first face-to-face interview with representative of S-Group took place on the 1.12.2015. The meeting was held in a corner of a small restaurant and the duration was 27 minutes. The third interview was with the marketing and communication director of VVO-yhtymä Oyj. The interview was made on the 4.12.2015 and was a phone call, which was short (13 minutes) According to the restricted time of the interviewee, who was quite reticent while the interview. The fourth interview was a face-to-face interview with the customer relation director of Niemi Palvelut Oy Juha Niemi at the 7.12.2015. The place of interview was the headquarter of the company in Helsinki and the duration of the interview was 22 minutes. The interview was very productive According to interests in common topics. The last interview was also in Helsinki at the headquarter of Sanoma Oyj on at the 22.12.2015 with a length of 26 minutes.

After two months of e-mailing and calling, only 6 companies were prepared to give some kind of interview. The total amounts of interviews are three face-to-face interviews, two by phone and one by e-mail. Otava Oy's staff manager Huotari Inkeri agreed only on e-mail interview and this correspondence took place at 16.12.2015. Only two companies refused politely to take part in a research. The rest of the companies didn't respond to the request for an interview. Still, in the end eight responses out of 24 are 33%, which is a quite high number.

In table 2 all the companies interviewed during the research are demonstrated. The data as well as the method of the interview are gathered in the table.



	Niemi	Otava	Sanoma	Sinituote	S-Group	VVO
Who was interviewed?	Juha Niemi, director	Inkeri Huotari, staff manager	Caroline Lilius, leader of strategic brand development	Aino Määttä, Vice CEO	Marjaana Saarikoski, communication leader	Irene Kanto, marketing and communication leader
When did interview take place?	07.12.15	14.12.15	22.12.15	24.11.15	01.12.15	04.12.15
How was the interview conducted?	In-person interview	E-mail	In-person interview	Phone	In-person interview	Phone

Table 2. Table of interviewees, date and method of interview

### 3.4 Data analysis

In this chapter, analyzing methods of the interviews made for the research are going to be discussed. Analysis is the attempt to organize data and provide explanations to summarize the results logically. It is the movement from description to explanation where researchers explain the content in this case. It is sorting data and trying to find what it is about and what could be said about it (Hitscock and Hughes 1995). As it was said by Gillham (2010, 93) “There is no single way in which a research report can be made”.

The starting point of analyzing data is doing transcriptions, what means doing transcriptions of written records of an interview. None of the other parts will take researchers so deep into the details of the data (Gillham 2005). For this work, all interviews were recorded and after that, transcriptions were made by listening to the tape carefully for several times. Making the first transcription of 38 minutes took approximately seven hours. Only the words were transcript, nothing else. There was no attention paid on tones or other aspects recorded on the tape. Afterwards the transcriptions were carefully read and analyzed and for this analyzing, thematic analysis was used. The reason for the choice was the structure of the interviews, which was also divided into the categories. In the thematic analysis, the written interview is divided into “themes”, which are some kind of categories (Gillham 2005).

After careful re-reading of the transcription, the data was divided into themes. The first theme was about the campaigns that the company tries to take part and had been taking part in. The second theme was handling the reasons of joining charity campaigns. This part contains benefits, disadvantages and differences of charity forms from the companies' point of view. The third part contains stakeholders of the company and how they are considered and how do they affect the decision-making.

Finally, the last theme is about the process how companies join charity campaigns and who is responsible for company's charity activity in the company.

In this part the aim was to make allocations of the data in transcriptions. For making the process easier, four-word documents were created, one for each theme. After this step, all the redundant data was removed. Only essential data was left for further analysis. Each word document was studied properly, and the results were conducted into the findings in chapter four. Essential comments were translated from Finnish to English. The attention was paid to keep the original message untouched.

### **3.5 Trustworthiness of the study**

The results of the research don't have any value if the methods used to gather data have no legitimacy. The value of validity in research is high. When the data and design are valid, the value of the research outcomes is higher. Without validity, there is no truth. The validity can be divided into internal and external validity. The first one is looking whether the researcher is measuring or observing his personal opinion and view. The second one observes the possibility of the research to be generalized to other studies or people (Glenn 2010). Commonly there are used four criteria to advance trustworthiness of the qualitative research result. Those four factors are credibility, transferability, dependability and confirmability (Sikolia et al. 2013). Further, in this chapter the trustworthiness of the study will be discussed through credibility, transferability, dependability and confirmability.

In the concept of trustworthiness, credibility is corresponding with the internal validity. Credibility describes whether collected data reflects the multiple realities of the phenomenon and to what extent. It is also about getting data from different sources (Sikolia et al. 2013). Random sampling of these types was used in this work. On the other hand, the campaign was chosen by using exact criteria's, but the companies had self-selectiveness without the researcher's interruption or self-preferences. The triangulation was also used when the data was processed. Triangulation is cross-verification of the data from multiple sources. In this study, the secondary data was analyzed to strengthen views of the company. Annual reports and companies' websites were used as a secondary data.

The honesty of the participants of the interviews was tried to improve by ensuring their willingness to participate. The freedom of refuse and possibility of quitting the research was provided to the participants (Shenton 2003).

Transferability can be seen as external validity. It is about how can the results be transferred or generalized to another context. The task of the transferability part is to make audit trail, so that in the future it would be possible for other researchers to repeat same settings and actions (Sikolia et al. 2013). For guaranteeing transferability in this work, the following steps were made: the information as well as the number of the participants was documented properly; description of the methodology used as well as the methods of collecting data, the length of interviews and the period of collecting data were all reported in appropriate way (Shenton 2003).

Dependability closely matches with reliability. By doing this stage properly, the same results would be possible to get just by repeating same thing again (Sikolia et al. 2013). In this study, dependability was ensured by doing audit trail, which included precise description of action taken in research to meet transferability and credibility.

Confirmability reflects how the results can be confirmed by other's (Sikolia et al. 2013). This feature was supported by the usage of the literature and findings of other researchers as well as by proper audit trails. In the attachment the Operationalization table gives a deeper insight into the research questions, sub-questions, theory background and questions used in the interviews.

## 4 RESULTS

In this part all the results received during six interviews made to the representatives of six big Finnish companies will be reported and examined. These companies donated over 100 000-euros to the child hospital. All the interviews were recorded, later transcribed and manually analyzed. All the companies used in a research are commonly known big players on a Finnish market with offices all around Finland. (The companies are in different fields and have different kind of ownership structure, family business vs. public owned ones)

This section will be divided into four subcategories according to research questions of this thesis:

1. What are the interests of the companies in charity campaigns?
2. What forms of charity do companies consider beneficial?
3. How does the process of joining charity campaigns work in the company?
4. What is the role of the stakeholders in choosing the campaigns?
5. Why does the company communicate about participation in the charity campaigns?

All the result will be introduced in those four subcategories. The conclusion of the results will be discussed in chapter five.

### 4.1 Attendance in charity campaigns

In this part it will be handled which kind of charity forms the companies participate in. It will be also told why the companies take part in charity activities. Those two topics are combined in one chapter because often in the interviews, while asking about charity, companies mentioned which charity forms and campaigns they are taking part and why do they do it. This chapter would be slightly different from the others because According to the difference of the companies it is easier to describe each company's answers separately and in the end pick some main common characteristics to understand characteristics and differences of different forms of charity and reasons why some forms are chosen over the others.

### 4.1.1 *S-Group*

S-group is a network of companies operating in the retail sector. It is very important to notice that in their case there are two decision making layers. There is nationwide and local. So, the company has some nationwide partnerships which are made on a highest level of decision making and the rest of the charity is made on a local level where the area is positioned. S-Group is mostly trying to be involved in a long-term relation (with whom they can build long-term collaboration) like with the Finnish red cross. Basically, the process is that all cooperative stores are in cooperation on own areas. The basic rule is that the cooperative stores must do cooperative work with local operators. On a local level stores can decide targets of charity quite openly, but still in common S-Group has some outlines on main direction which are: sport, culture and nationwide activity. So, the main emphasis is to help Finnish charity projects.

Basically, every partnership and support/help have its different motives. In case of the Finnish Red Cross, S-Group is seeing that similar values are shared. FCR is a respected, known and reliable organization which is helping all Finnish families. Together they are trying to improve/promote everyday safety in everyone's life. They are hosting for example first aid demonstrations for public in Prisma centers. A second example of nationwide projects is the support program for the hospital for children. The common will to participate in this project was the start point of this project. Fundraising was made mainly in the internet and some of it was made in stores by collectors from the hospital.

In case of sport they have a vision to support destinations that are forwarding possibilities of kids and youth for doing sport activities. For example, they are having a cooperation with the Finnish football association called Ässäfield project, which supports building sport fields on the backyards of primary schools. Those fields are free to use. During the schooldays students use them for example during sports class and they can also use them on weekends or evenings.

The third group is cultural activities. For example, Pori jazz belongs to this group. They support it because it is an old and big national cultural event. With their support they contribute to its maintenance.

In the end S-Group prefers functional relationships, which consist not only in giving money, but there is also some action like with FRC or fundraising. They give the possibility for subjects to gain visibility through their working destinations. In case of sport field projects, they provide not only financial support, but they are securing that the field will be built. The clinic for children was an exception, as they just donated money, what made out of the project pure charity.

According to the interviewee, S-Group is targeting to build an image, which shows the company's responsibility. They aim to develop services of the cooperative store and the economy of the area around it. The kids are a very important group because a lot of S-

Group customers are families with children. They are a company with traditions and they respect sustained and responsible development. They want to support families with kids and Finnish families in common.

S-Group is measuring images that their customers have from their campaigns and with which campaigns S-Group is working with. They also found out that they get positive feedback by working in those projects. Customers value their effort. In the end they also mentioned that they don't have any negative experiences with charity campaigns. One of the reasons for that is that support for professional sport is very low. It was suggested that many negative things happened in sport sponsorships when players for example get caught with doping as it can affect the sponsor negatively.

#### **4.1.2 VVO**

VVO is a real estate investor company which is offering apartments for rent. In 2017 (after all interviews were done) the company changed the name to Kojamo Oyj and now they sell under the name of two brands: Lumo and VVO (Wikipedia). The company is operating all around Finland, but their decision making Based on charity is centralized. The company is also actively taking part in charity campaigns. Not as S-Group by partnering with others and making co-operation.

VVO's charity activity is also divided into several directions, but their main attention is on Virkeä program. In Virkeä program they support professional sport, sport activity of young people and their welfare in sport. They sponsor teams with sponsorship and individuals with grants. It is their biggest investment and they don't have so many other campaigns. The other big program is that they are doing is Christmas presents. Every December they chart around 15 different destinations where they could donate Christmas presents. After the choosing process they decide by choosing the best ones. In the year 2015 they gave to two organizations and the main target are children. They also supported the Child clinic with a money donation. The interviewee mentioned that VVO was taking part in constructing the children's hospital purely as a socially responsible organization. This type of donations is not typical for the organization as they are doing mainly things mentioned above.

The main benefit by joining the charity campaigns is to build the company image and acting as a social operator. They never measured exact impacts of charity, but they are doing over all image researches and the interviewee believes that the company's activity in charity has a positive impact on the image of the company. The interviewee also said they never faced any negative impact from their charity actions.

### 4.1.3 *Sinituote*

Sinituote is a family business producing and marketing cleaning equipment, clothe service products and car treatment products. Because their business is selling products they have two ways of doing charity. They either inform consumers and give away some amount from the sales price of the product or donate by their own from their profits. When the donation is collected from the product price the consumer is involved in the donation. Sinituotes customers are distribution channels and when Sinituote is having some campaigns where product sales are involved they make cooperation with distribution channels. In cooperation Sinituote is creating products in special packages and distribution channels are taking those products in own marketing and give them good shelve places in their stores.

The company is taking actively part in charity campaigns. They are participating every year in the “Roosanauha” campaign, which is a cancer organizations campaign to support breast cancer research. This year they participated in the “nenäpäivä” campaign where they collected money for kids in developing countries and also in the Movember campaign which is to raise awareness of men's health issues. Those are the main campaigns where fundraising is made through product sales.

Sinituote has also a few big charity targets which are completed without product sales. For example, in Tanzania the company has its own school which was built by them. That school is supported by Sinituote. They also built apartments for teachers and their main goal is to support kids and education in that area and the goal is to provide opportunities for the local people as everyone can succeed if the prerequisites are given. Sinituote believe that two generations ago Finland was in a similar situation. Now the company has the will to support the development in the African country. Another area of charity is Christmas presents, which are usually given away to places in need. One year the presents were for disabled youth and kids sport activity, usually to leisure time activities through that kind of organizations. The guideline is that kids are in poverty in the destinations chosen. The third mentionable destination is sport. Sinituote is sponsoring the horse which has already been on Olympics and with their support it has achieved world class.

The main point when joining the charity campaigns is that they support the company's core values such as responsibility, domesticity, family entrepreneurship and brings sustainable ecological aspects. In the interview it came out that the possibility of having long term cooperation is also important. Those campaigns should support the company's other activities and their marketing. They want to show the customers and consumers what kind of company they are with the help of those campaigns as they are shaping their brand. The main focus of their actions is long run effects which can't be achieved in one or two years. In the end it must be also mentioned that kids are having a special role because a lot of employees of the company have families and kids and therefore they are close to

their hearts and when they have possibility to support that group they try to take part in it. For example, the hospital for children was one of those cases. It is also important that most of the money goes to the destination and doesn't stay for some middle man organization. The only negative aspect that came up was amount of extra work. They need to create special designed packages etc. Quite a bit of extra work added over ordinary tasks, but According to Sinituote the employees are dedicated.

#### **4.1.4 Sanoma**

Sanoma Oyj is a leading media group in the Nordic countries. When we talk about Sanoma as a company they are not doing charity so much. As a company they make some donations to Aalto University, clean Baltic sea and for example the hospital for children. But individual brands like Helsingin Sanomat or "Me Naiset" they are doing charity and partnerships by their own. So, in case of this company mainly all the decisions are made on a brand level, only donations are made on a Sanoma level.

In case of Sanoma Oyj firstly must be discussed the values that they pursue and the target groups that they are targeting. In common Sanoma Oyj is somehow in touch with the whole Finnish population through their various channels of media, so the corporation's charity projects also need to be broad. If advertisers are customers and readers are consumers of Sanoma's production the image of the actions must be on B2B and B2C level. When we examine the brand level, every brand has own reader groups which they are targeting. Women magazines are taking part for example in Rosa nauha campaigns while sport magazines are having sponsorships in professional sports. So, basically the core values of the company are carried from the history, the developer of the Finnish society. Values related to the Finnish welfare and touches great number of Finns like the hospital for children did. The core pillars of their values are improving the nation's everyday life and reliability. By joining charity campaigns, the company is pursuing brand related goodwill benefits. They are also bringing corporate image, responsibility and brand value. They never measured the exact influence, but the feedback was monitored.

The hospital for children was a big project also for Sanoma Oyj. The main offering of Sanoma Oyj for the clinic was media space. They were cooperating in clinics communication. Every brand which was giving space and support was adding them to this campaign. For example, in case of Helsingin Sanomat, it was said that Helsingin Sanomat are involved in charity act not mentioning Sanomat Oyj. The interviewee also pointed out that with that cooperation Sanomat also benefited by learning about own possibilities in using all their capacity. They gave so wide variety of media for use for the clinic so that they learned how to use the whole package. In the end the interviewee sees that in the



case of this clinic the company didn't pursue any business effects, it was good company citizenship.

Sanoma Oyj has faced negative sides of charity. It was in sport sponsorships. In cross-country skiing when there was a big scandal and in ice hockey when there was some violence. Usually they are doing good research and try to be careful with the decisions because it's a message to the customers that they trust in those.

#### **4.1.5 Niemi Oy**

Niemi Oy is a moving company which assist customers with move and logistics. In this company all the charity decisions are made in the head office in Helsinki. The company is a family business whose charity traditions stem from very beginning of the company. The father of the company found that business in 1981 and started to donate and make charity in various forms. During the Soviet times the founder (father of four brothers who are running the business at the moment) was transporting clothes and equipment like beds etc. from Finland to St Petersburg for children. He was organizing collections to gather items to take there. At some point it grew up quite a bit, but after the Soviet Union collapsed it became problematic and stopped. So, this charity mentality got its start since foundation of the company.

The company has a wide spectrum of charity targets. They are taking part in HK-yhdistys (Hakunilan kansainvälinen yhdistys) whose main goal is to advance cultural activity and improve knowledge of foreign cultures. With Fida, which is specializing in missionary work, a development in cooperation and humanitarian aid started. Niemi Oy is also doing cooperation with Sylva (supports kids and youngsters who suffer from cancer and their relatives) and recycling centers. Clean Baltic Sea is also in their list of activities. In this kind of support and cooperation relations they often send their workers and cars to the gathering events and support with what they can. They are also trying to be present in sport events in form of sponsorship. The case of clinic for children was very important for them. It was close to the companies and it's workers hearts. It was easy to make participation decision especially because it was so big and unique event. So, as it is seen in this paragraph the spectrum of different orientations is huge.

The interviewee sees that charity was always important for the company and they were never chasing any benefits. He said that the benefits came afterwards by themselves. He mentioned that usually the fame was coming by participating into charity. He believes that charity is in their genes and they managed to get it into employees also. They never measured effects of making charity, but they believe that there is some correlation. The interviewee also believes that the strong growth during the last years is affected by all small details that the company is doing. Naturally good service is the main reason, but

things such as active charity has had its impact also. He also mentioned that they have never faced any negative impacts of their charity. All their activity is in Finland, but participation and cooperation with some organizations possibly channels also some money abroad, but still the main focus is Finland.

#### **4.1.6 Otava**

Otava is a major Finnish publisher of books. In Otava internal companies are independent and they decide independently which charity campaigns to join, but the values of corporation are common. Even though the internal companies are doing own campaigns interviewee mentioned some of the destinations as an example. They are participating for example in “Kotilieden Kummikerho” (organization which is supporting Finnish families or individuals that are in financial difficulties), Pelastakaa lapset Ry (Organization which advances the fulfillment of children rights in Finland and in the world), “Pidä saaristo siistinä” -campaign (organization that takes care of Finnish water environment). The internal companies are also taking actively part in some educational projects where reading and learning are heavily supported.

The values that corporation is seeking in charity campaigns are for example domesticity, reliability to their activity, learning, reading, topics in the magazines published by them. Besides that, children and young people, the improvement of women’s status and the protection of environment are important targets. By joining campaigns, they want to become known as a responsible actor and advance activity where they are involved. This corporation has been building Finnish society for 125 years. The interviewee claims that charity maintains the good reputation of the company and they have never faced negative impacts because of charity.

## **4.2 Joining charity campaigns**

In this section will be discussed all the issues Based on the process of joining the charity campaigns from the perspective of the company. First of all, it is important to understand how the companies make the decision to participate and how they choose in which campaign they want to take part in. After that it is logical to map out who is responsible for this whole process. While the first two sections are specializing on the company’s side of the question, the last section will be dealing with outer part of this issue. So, there will be explained how external facets are contacting company and their role overall in the process.

The methods of joining campaigns have different variations in different companies. Still there are only two to three different styles. The first style is well demonstrated in Niemi Oy. As it was mentioned in interview they are usually contacted by the organizers and in some cases, they have exceptions. For example, in the case of the hospital it was the employees who started to propose the idea. In that project the company contacted the organizers. No matter where the trigger came from because the further steps are still the same. Either they contact, or they are contacted which is followed by deliberation. They are considering whether the campaign is responding their needs and interests. The decisions are made after negotiations.

In some companies as it was described in chapter 4.1 there are plenty of long term cooperation partners and in their case, there is no decision making needed. For example, Otava and S-Group mentioned those long-term relations. Obviously, the company's budget is limited so they can't take endless amounts of new partners. In some companies like especially Otava, S-Group and Sanoma Oy where brands or cooperative stores are having independent decision making are having all the power and control on the methods they use. For example, in Sanoma Oy brands are doing decisions according to its own goals and target groups. Corporate level projects are really rare for that reason they are special. Those cases are either decided by the board of directors of the company or the Finnish operating committee as it was with the hospital.

It varies in the decision-making what kind of support is requested. Sanoma Oy has been often involved in campaigns where the campaign is already a little bit known and they only need some media space (asked straight from separate brands) like space from newspaper/magazine, radio or television advertise. This is one of the options. Sometimes brands search something that they would like to be represented in as the interviewee mentioned in the interview. At the same time VVO has slightly a different approach. They usually map out possible alternatives by themselves. First, they choose a longer list of options and then they choose the most suitable ones in executive committee. As in all other companies VVO are also contacted, but they try to be active themselves and choose what they want.

Sinituote Oy has slightly a different approach than S-Group where the criteria for joining campaigns are really strict. In Sinituote Oy every campaign is evaluated whether to join or not. Campaigns just need to support the same values. The second step is to brainstorm together with distribution channels how to make it happen properly. The process is involving plenty of different facets and it is a unique process for every campaign. In S-Groups the decision-making process is also varying. Sometimes it is fast and sometimes a bit longer when common negotiation is required. Often the organization contacts S-Group or the cooperation store, sometimes vice versa, but nowadays mostly first option. The contacting and the decision making are happening on the company level and the store

level depending on the partners and demographical placement. After contacting the negotiation process starts and the examination how a corporation could look like.

The process of choosing is varying in the companies and so does the departments/employees that are responsible for decision making and extra work recurred to join the campaigns. In some companies all the charity work is integrated in every-day work of the company. One of the example companies is S-Group and another example is VVO Oy where the marketing and communication department does those projects along during their normal work time. While in other companies it is the task of some department. An example can be Sanoma Oy where each brands marketing unit makes the work and decisions. When the project is bigger, editing office can also help. Basically, the company has the policy that all the donations are made by board of directors and everything else what is happening are mainly cooperation's which are decided by the brands.

Sinituote Oy has same similar path as the others. They are active and try contacting themselves, but sometimes the organizers contact them. The interviewee sees that the process is some kind of dialogue. She also added that According to the fact, that the company is following the development of the market and consumers behavior, it is the part of their work to follow up which campaigns to join and how to promote them. In their company the task is mainly for the marketing department, but also the product development employees are involved. In Niemi Oy they also have small group in marketing department who are responsible for charity, but in big campaigns as the hospital for children the executive group made the decision in the end.

The last thing to be discussed is the requests that the companies receive and how companies deal with them. All of the companies mentioned that there are very much of requests coming in. S-Group mentioned that during bad financial times there is a growing number of requests and unfortunately, they can't participate in all of them, but their main goal is to produce benefits and services to their customer owners, so they can't participate in all kind of projects. The same kind of approach is the Sinituote Oy. There are plenty of different offers coming from different kind of destinations but According to the limited resources the company has strict rules so just a limited number of projects are possible to be realized.

VVO has "Virkeä"-program which is the main expenditure of company's charity funds so during the time, a big amount of requests has declined. The interviewee of Niemi Oy noticed that the more the company takes part in the charity the more requests are coming in. As an example, he mentioned the spike after donating to the hospital for children. He also mentioned that there is a great variety of different types of campaigns that they are invited to participate. There needs to be selection, otherwise there won't be enough time or money for anything.

Sanoma Oy was giving a bit different thought than S-Group. The interviewee of Sanoma Oy said that she thinks that during years of bad financial status the amount of

request declined. She also suggested that it can be caused by smaller amount of participation in the different campaigns. Furthermore, she pointed out that for them it's important that the decisions would be Based on their own activity rather than requests. In Sanoma Oy the range of the requests is way better targeted than in other companies because the requests usually go to the specific brands.

### **4.3 The role of stakeholders**

The companies used in the research have different types of stakeholders. In some companies the customers are businesses while others are dealing straight with private persons. In any case the end product is consumed by consumers who are private persons. Even though all the companies have different relations with different stakeholders the main groups are same for all of them. In interviews all of the companies were asked about media, customers/consumers and employees. In some cases, it was a group of four different groups and in others it was only three. Still that fact didn't bother the research neither affected results.

#### **4.3.1 Employees**

During the interviews there was plenty of discussion about the role of the staff in company's charity act. They have a significant role in giving directions during choosing phase and during fundraising/gathering resources. As it was mentioned by Aino Määttä from Sinituote:

“(…), but then on the other hand these people who are doing those things who are in the background, so we are also personally behind those issues.” -Aino Määttä, Sinituote oy.

She also mentioned that when people are exited, additional work is way easier to accept. Same kind of hue was in other interviewees answers when they told about their stuff. In S-Group employees created cooperation with blood donation service where they donate blood periodically to help those in need. Employees are seeing it positively that they are given the opportunity to make good acts. Also worth of mentioning is the case in Sinituote Oy where one employee was acting active to involve the company into the Movember campaign. That person managed to collect some resources to support the campaign.

As it was mentioned by the interviewee from Niemi Oy the hospital campaign was a suggestion of the staff. They felt that it is a good object to take part in and it had same values as the company. After the participation in the building of the hospital the employees see the impact the company made by participating in this campaign. In this company employees participate in volunteer work and when they arrange some collections there are always participants. Same kind of feelings they had in Sanoma Oyj where employees were active. They were informing employees about the topic and they had charity boxes in the offices. The interviewee of Sanoma Oyj told that they didn't do any research on employee satisfaction Based on company's charity acting, but she heard that people within the company felt participation in the clinic campaign really positive. The same feedback was received in S-Group. In Sinituote Oy they also feel that employees are really motivated to participate in charity. They are always collecting money for Christmas presents etc. and they really show to the destinations of donations their motivation. The interviewee sees that when employees see in public or on the website that their company is participating in certain charity campaigns they feel proud and motivated that the company is socially responsible. Basically, employees are personally involved in those projects.

The last mentionable aspect about employees is how their wishes about joining charity campaigns are considered. For example, in VVO they are having plenty of dialogues. They have some project groups and juries where they make choices. They arrange charity box collections and Christmas present collections. In the company they have plenty of coactions and most probably it affects positively on corporate atmosphere. At the same time in Sanoma Oy they have a bit different approach. Naturally sometimes there are some proposals from lower levels, but there is no system which is involving people in the choosing projects. All the impulses are welcomed but the starting point is from brands situation, target groups and their needs. The decisions must be related to the other acts of the brand.

#### **4.3.2 Consumers and public view**

Consumer's, customers and public view walk hand in hand. For companies and their image, it's really important to follow after the public view and inform its customers/consumers. Most of the interviewee companies try to inform its stakeholders as well as possible about own activities. For example, Sinituote is having retail charity and they are informing straight in euro amounts how much will go to the charity. They are aiming to provide complete transparency. They see that present-day consumers are really active and want to influence with their purchase decisions. Especially when the campaign is sharing the same values or priorities as consumer they try to schedule their purchases when the

product is giving more value than just the product itself. The interviewee also mentioned that for example if the campaign is to support women's breast cancer research it is affecting way bigger group of people than only those women who suffer from the cancer. It is affecting everyone in a family with someone suffering from breast cancer, friends and relatives. She also mentioned that the fact that Finland has really qualitative and effective research, people trust in it. So, it is also supporting charity campaigns. As the interviewee of Sanoma summed it up

“(.. .) it is known that Hesaris clients see it important that Hesaris takes part in this type of projects. Because those readers are quite responsible themselves”. -Caroline Lilius, Sanoma Oyj.

Consumer preferences are also heard in VVO. For example, as it was mentioned in chapter 4.1 VVO was donating Christmas money to children (specifically it was to “Mannerheimin lastensuojelu) the companies resident community added to their own donation list also elderly (“Helsinki-Missio). In case of hospital project VVO's members of the residence community were taking part so that they donated 30 000e out of 100 000 e by VVO all together.

In interview with S-Group it was mentioned that in their company, in one of the cooperative stores customers had possibility to vote which destination this place of business will support/cooperate with. In S-Group one area had a campaign where families could enroll to support some sport club or a sport team and then a cooperation store also supported those teams. Of course, S-Group also measures which cooperation destinations are appreciated and tries to develop own charity activity. It was mentioned that decision is not always so simple. Their customer base is very broad and different groups of people may see different cooperation's and charity destinations in a different way. At the same time at Niemi Oy they see it in a different way. They see that charity is made from perspective of social responsibility. They try to choose the destinations so that they are smart ones. They believe that correctly chosen destinations are partly responsible for continuous growth of the company. It was mentioned that customers see it positively that Niemi Oy is taking part in different charity campaigns. The same case is with Otava where they choose independently targets of cooperation and donations.

#### **4.4 External communication**

Communicating about participation in charity campaigns is part of participation in the charity act. As it was mentioned above, Sinituote Oy is for example is having several different approaches on external communication. From one perspective they are showing

participation by the products that they design and decorate specially for exact campaigns. They show their activity and communicate about the possibility given to customer in form of certain number of Euros or cent that will be donated if consumer will purchase the product. The projects that they are doing independently only for own pleasure/human support such as school in Tanzania they are not giving any visibility in the Finnish marketing of the company. Naturally it is seen on the company's official website, but it is more as a company's inner activity.

In case of Niemi Oy the interviewee said that they are having some mentions on their official website. They also have some yearly published calendars where they have some mentioned about some campaigns. The interviewee believes that maybe it should be brought more to publicity because as it was mentioned earlier they are really active in sphere of charity. The same opinion was recorded from S-Groups interview. "There should be made more and better enunciation to the public about projects where company is evolved" said Marjaana Saarikoski. Compared to Niemi Oy, S-Group Oy has more channels of possible contact with their consumers. For example, they are using "Yhteishyvä" magazine, website, e-mail newsletter and stores. In the stores they have the possibility to use voice advertising. Still, the interviewee believes that there are plenty of things to be developed.

Sanoma Oy doesn't have consumer relations which are straight with the Sanoma because as it was mentioned earlier in chapter 4.1 all of the customer and consumer relations are brand bounded. For example, when Sanoma Oy was in the clinic project many brands attached themselves into the project, sometimes not even mentioning Sanoma Oy. Obviously now when we are discussing media group it is natural that their communication happens via newspapers/magazines and websites. VVO is doing simply the same. They are communicating about their participation via their own channels such as network communication channels, social media channels and traditional communication.



## 5 CONCLUSION

For today's modern people it's important to show social and environmentally sustainable behavior. People feel responsibility and need to support those who are in need and improve the surroundings where they are living. The assumption made in the beginning states, that people are aware of imbalances in the own society and they feel responsible for contributing to achieve developments in future. The findings also confirmed that the assumption was made correctly. The idea was to find out how the charity cycle works in the company. The company consists on one hand of employees and on the other hand of customers and society. All of them are human beings and social responsibility is not a rarity. Considering the previously mentioned assumption, it should be somehow part of today's companies' cultures to act socially responsible and to take care of the employees as well as of natural resources. According to this, the stakeholders are in the position to claim from companies socially responsible actions.

The purpose of this study was to find out the main characteristics of corporate charity in companies and to validate the above-mentioned assumptions. For achieving that, a qualitative research with several Finish companies was made. The research was made in form of interviews, which allowed personalizing the questions for each company individually so that the business specifics were considered. The main questions of this research are the following:

1. What are the interests of the companies in charity campaigns?
2. What forms of charity do companies consider beneficial?
3. How does the process of joining charity campaigns work in the company?
4. What is the role of the stakeholders in choosing the campaigns?
5. Why does the company communicate about participation in the charity campaigns?

In this part the results are going to be connected with the theoretical background. In the theoretical part different types of charity activities were mentioned and explained. When doing the interviews, it got clear, that these theoretical models can't be transferred directly to real companies. Therefore, the charity activities of the company's won't be positioned in some specific category of charity.

### 5.1 Types of charity activities

After researching the interview materials and the theoretical background it was obvious that the reality is not so straight forward as described in theory. In most of the cases it

was complicated to position certain activities in one of the given categories. The difficulty of the research was to point out the real goals of the companies for different activities. Each activity has different strategically purposes for companies and it was hard to figure out the real benefits and motives of the certain campaigns. This made the qualification of those activities demanding. In this chapter the theoretical and practical implementation of charity activities will be demonstrated via examples from the interviews.

One example is the charity activity called *Ässäfield* from S-Group. With this activity they build sport fields in backyards of primary schools and cooperate with the Finish football association. This kind of charity cannot be related to one single type of charity activity. On one hand it can be seen as sponsorship but on the other hand it also shows signs of philanthropy. With the *Ässäfield* campaigns, S-Group wants to secure, that the fields are going to be build and the projects are realized for sure. Meenaghan and Shipley (1999) stated that sponsorship is more human orientated than advertising. When S-Group initiates the *Ässäfield* campaign, this shows the human interest in motivating people to do more sport and help them to realize that by providing the spaces needed. The S-Group shows awareness of the lack of physical activity nowadays and aims to help to improve this problem. The *Ässäfield* fields are all similar constructed, so people recognize them, even without any posters or other advertisements of S-Group. The *Ässäfields* are connected to the S-Group automatically, what supports the S-Group with this campaign to the direction of sponsorship, where normally banners or posters are positioned somewhere. Theoretically, when no banners or posters are positioned and the company sponsoring the field/ project/ event is not mentioned, the activity could be also positioned as pure charity. As mentioned above, the *Ässäfields* have a big recognition value, what makes any visual references to the company unnecessary. Based on Cornwell et al. (2005) and Meenaghan (1983) two types of sponsorship are existing, where one type provides financial support and the other type the organization of events and similar. *Ässäfield* can be ranked into the first group as S-Group provides monetary support for a special aim. The campaign shows also some aspects of philanthropy as Surroca et al. (2010) stated, that philanthropy often has immaterial outcomes and is Based on the goodwill of a company and their interest in improving the own reputation. The *Ässäfield* project lead to these immaterial results what can make out of them some kind of philanthropy.

Another example from the research is the *Virkeä* program of the company VVO. This program supports professional sport and sport activities for young people as well as their welfare in sport. They sponsor teams and individuals with grants. As VVO is giving money in form of grants, this type of support is one kind of charity. Supporting professional sportsmen and teams is sponsorship. The company's name is shown and it's clearly visible, that this company is supporting this players or teams. In this case VVO is connected to this type of sport and they are standing behind this sport and are connected to this sport and team. Based on Piquet (1985) the main aim of companies to support sport

activities and/or teams financially, is to improve the reputation and show interest in supporting the young generation.

The company Sinituote is doing pure philanthropy in Tanzania, where they build schools and other education related facilities. Their activities in these projects are mentioned only on the company's own official website, but not in public media. According to Sinituote, the purpose of this philanthropy is the pure interest in people and the aim to help the poor people in the world. According to Gautier and Pache (2015) the three types of philanthropy are corporate giving, corporate volunteering and corporate foundations. The school projects in Tanzania can be ranged to the categories corporate foundations and corporate giving as Sinituote is building schools and educational facilities by giving money. Anheier and Leat (2005) distinguished between the four core motivations for doing philanthropy and in the case of Sinituote, it is altruistic motivation.

The Niemi Oy company corporates with several types of charity organizations like HK-yhdistys, Fida and Sylva. Employees of Niemi Oy participate in these companies as volunteers and Niemi Oy provides cars, trucks and work labor for free. Niemi Oy doesn't prescribe the employees to volunteer at these companies, the employees can decide by their own if they are interested in volunteering. With these actions, Niemi Oy wants to support the will of the employees to volunteer and make the volunteering easier by providing items. Comparable to these volunteering activities is blood collection of the S-Group from its employees. They can be volunteers and donate their blood.

The Finish newspaper Sanoma supported charity actions when the hospital for children was built by providing free media space. This is another approach to charity and is more related to philanthropy or volunteering because the company gives voluntarily space without getting paid for it. This deviates from the classical understanding of philanthropy and volunteering but can be ranged in these categories.

Besides these activities and projects, there are other activities from companies, which are quite clear to classify like sponsorship programs in professional sport, presents for children as donations are charity and fundraising campaigns.

## **5.2 The effects of sustainability in companies**

The question is how sustainability affects the company's behavior from the perspective of charity.

Firstly, the social part is really important as social responsibility is getting more and more assumed in today's companies. As Prosad (2015) stated that a company makes profit by satisfying customers, one of the main tasks of a company is to make the customers satisfied. According to the findings of this thesis, the customers are really socially responsible and demand this responsibility also from the companies. Research has shown, that

it is important for companies to show their value and a good way to do that is the charity projects they are doing. Especially product charity can emphasize the customers purchase decisions as the products have more value than just the product itself. Most of the companies interviewed confirmed, that they receive plenty of positive feedback from customers and consumers According to charity activities and as mentioned above. The company needs to find a balance between costs of sustainability and benefits of sustainability as well as a balance between the own benefits, the benefits of stakeholders and the benefits of nature/people. As a result, companies are prioritizing their charity behavior which is somehow related to their core business/ideology and the main groups of their stakeholders.

According to Adams (2006) sustainability is more about gathering people together than achieving clear results. This fact underlines that companies receive from their employees and customers positive emotions when they are involved in sustainability programs. It was mentioned in many interviews that the company's participation in charity activities makes the employees proud and happy for working in a socially responsible company. Kristof-Brown et al. (2005) researched that employees tend to stay longer in the company when the company's and the personal values overlap. In many companies the decision-making processes are done in the marketing departments, but the employees are welcomed with their own suggestions and ideas on charity opportunities for the company and in some companies, there are even special systems generated to integrate the employee's wishes and ideas more into the company's philosophy. Besides that, companies which are including sustainability in their working mentality are seen as social respectful and exemplary, what makes them interesting and desirable for people searching for a job. In cases of sustainable responsible companies' people are more likely to trust those companies, even without having any pre-knowledge about the firm (Viswesvaran et al. 1998). They see the company as a good employer and this makes it important for a company to consider the development of social improvements and needs of consumers. According to Hespeneide et al. (2010) consider customers' sustainable awareness and the implementation as important in choosing a company and half of the customers from US acknowledge at least one sustainable factor when choosing a company or a purchaser. Better business results can be achieved when having a good working company for employees is stated by Congress, Quality and Proceedings et al. (2004). From this point of view not only the employees' motivation to take part in charity activities is important but also giving them the feeling to be heard and taken seriously. The findings support that all of the companies interviewed are participating in a wide range of different charity activities. The employees are appreciating these activities especially because in most of the campaigns the core values are close to the personal values of the employees. The research pointed out that employees appreciate the company when they feel that their ideas are heard, and the company gives them the opportunity to make charity actions and supports

them with the companies' own resources. The creation of social worth is initiated directly by the company to make the firm better capable of competing with other firms and creating good conditions for the economic and social growth of the company (Porter and Kramer 2006). To achieve the best results, Meenaghan (1983) points out, that a lot of companies combine advertising strategies with sponsorships to reach double effects and results.

The ways, how companies join charity campaigns, can be various. According to the research there are basically three different ways how the joining process starts. The initiative can come from the company's management, from the employees or from outside of the company. It seems like recently the most part of requests is made from outside the company, what means the companies are contacted by organizations directly. Even though, the companies try to be active and prefer to make decisions and contacting first. The great number of requests is making it complicated to be always ahead of the organizations, so the companies are also taking requests coming directly from the organizations. There is a significant correlation between company's participation in charity and growing number of requests as the participation shows the company's willingness to take part in charity. Charity organization get attentive, which companies are interested in charity and they see them as potential new partners. Companies which have already taken part in charity activities are more likely to support new activities than those, who have never participated in any charity action. Summarizing the interest can come from the company itself or from charity organizations, which try to find partner companies.

### **5.3 Managerial contribution**

In the beginning of the research there was plenty of assumptions based on corporate behavior and behavior of human beings. The main assumption of behavior of the human beings worked well with the research. At the same time assumptions about corporate behavior and the results brought by research had more complicated outcomes. The final thought is that there is no single reason from companies to do charity and there is no single way of doing charity which fits everyone. This research can show companies which are not doing charity or for those who are not satisfied with their efforts what can be done and how. In this work companies can find for themselves plenty of good examples of successful implementation of charity in companies. By successful it is meant activity which is in the interests of a company and useful for organizations getting that support.

The interviews conducted in the research pointed out systematically how important the role of customers and other shareholders in the companies' participation in charity is. First, customers appreciate social responsibility of the company. All participants of the interviews confirmed that. The companies that are not executing any charity can easily

implement experience of the big companies interviewed in the thesis about will and desire of the customers. Often it is seen that asking customers doesn't guarantee that they will say what they really need and what they will really appreciate. Often it may be better to do something and then ask for a feedback. Big companies such as S-group and Sanoma have received plenty of feedback. Those companies inform confidently that there is positive acceptance from customers and shareholders in common.

The results of the research supported by the theory can be useful especially for small companies in the decision-making process. They can use this work to choose what kind of charity would fit them and how to organize charity actions in their company. This thesis can be a directional guide for the companies to avoid trial and error. One of the most important findings for the companies is the role of stakeholders. To achieve the most from the charity, it's best to cooperate with the own clients and employees of the company. When charity of a company is in the line with desires of employees and supported by the customers, it works best. As Sinituote told about their special packaging of products supporting some campaigns make people to emphasize their purchase when their actions support sustainability and charity.

## **5.4 Limitation of the research**

The research was limited to handle only big companies and their charity behavior. The results are based on interviews made with the leaders or manager leveled persons. Basically, the view introduced in the thesis represents the view of the executive part of the company. The other limitation was focusing on the actions made by company and not the benefits received. The research left out detailed research of actual benefits brought to the companies for plenty of reasons. It would have been more complicated to measure actual benefits received by the companies. First, there should have been made brand measurements, interviews for employees and customers to achieve realistic and comprehensive picture of actual effects of the charity activity of the company. Eventually this thesis made a surface scratch, leaving plenty of opportunities for further research. The opportunities of future research will be discussed in chapter 5.5.

The fact that theory and reality didn't walk hand in hand made the research more challenging. As it was mentioned earlier there is no single model which fits all companies. This was found out during interviews and made interviewing more complicated. Each company had his own ways and motives, which made the overall findings broad. The other thing which could have been made a bit in a different manner is the choice of participants. In this work bigger companies were chosen, which took part in "Lastensairaala"-campaign. The other approach could have been to take only companies from the same sphere, but even that wouldn't have guaranteed total comparability.

## 5.5 Implications for further research

The overall contribution of this thesis for further research is relevant. This work is a good base for a further research. The main attribute of this work is to give ground and directions for new courses to research. According to the broadness of the topic there could be examined many things separately. For example, how employees feel about companies' charity actions. What is important for them and how they are willing to take part and what they expect from their companies to do. How do the customers see the company's participation in different forms of charity? In case of customers there could be made research on different forms of charity and how do the customers see it. What do they prefer, and which forms do they see the purest charity? How do the different campaigns effect their behavior? The third direction of research could be measurement of the brand development of the company during and after they participate in charity. There is also the possibility to measure whether products sold with a promise to donate certain part of the price into charity effect the sales, or if products sold during campaign bring more satisfaction to the customers than they do normally.

The research was made in an interview-theory-results order, but as it was mentioned earlier, it made some things complicated. It could have been made interview-theory-result-re-evaluating questions-interviews-final results. That formula could have made the questionnaires' more homogeneous and the results more solid. Still it is important to remember that some actions of the companies are part of their strategies and they won't tell their real motives. This fact won't guarantee the second method to give more solid result. Another thing would have been good to do is interviewing also some employees of the companies to get their views on the company's activity. That would have given more solidity to the overall picture of the results.

## 6 SUMMARY

Wealthier people have been always giving some of their wealth to the people in need. In some cultures, and religions, it is self-evidence. The assumption that people are not selfish was a base for this research. Companies are formed by people and are serving also people, which created the starting point for a thesis. The starting point of the thesis was an assumption, which was the base for interview questionnaire. The findings gave the base for a theoretical background. The theoretical background was structured so that the umbrella term sustainability in companies was covered on a general level and creating a fundament for a specific theory which supported the findings. All the forms of the charity were covered in the theoretical background.

Chapter 3 explained how the interviews were implemented and how was the data handled. In that part the most important aspects of data collection, choosing interviewees and the steps taken to provide reliable result are explained.

The results of the research gave a broad overview on a charity activity in a company. The results explain the impact of the shareholders, especially customers and employees on the decision-making process and the power which makes companies to succeed in their charity campaigns. There are plenty of different forms of charity as it is explained in theoretical background. There is also plenty of different ways to implement each of those forms. The interviews showed that each company has its own ways how they implement different forms of charity to achieve own motives. There are also plenty of different motives. The motives can be inner for everyone to achieve balance inside of their selves, they can be to satisfy inner needs of employees or customers and some of the motives can be purely to improve company's reputation or brand awareness.

In the end the research showed that people in Finland care about their country and people who live in it. They are eager to help and to improve things that can be improved. The most important thing is that the companies represent the values of people. This research showed the values of the companies and people creating good base for the further research, which can bring significant value for the companies to create a balance between own benefits and best possible support for the society in form of charity. The fifth chapter demonstrates more precisely the insights on the conclusions and the further research opportunities on the topic.



## 7 REFERENCES

- Aakhus, M. and Bzdak, M. (2012), "Revisiting the role of 'shared value' in the business-society relationship", *Business & Professional Ethics Journal*, Vol. 31 No. 2, pp. 231-246.
- Adams, W.M. (2006), "The future of sustainability: re-thinking environment and development in the twenty-first century", IUCN Renowned Thinkers Meeting, IUCN, Gland, 29-31 January.
- Agostinho, D. and Paco, A. (2012), "Analysis of the motivations, generativity and demographics of the food bank volunteer", *International Journal of Nonprofit and Voluntary Sector Marketing*, Vol. 17, pp. 249-261.
- Agyekum-Mansah, G., Knight, A., Coffey C. (2012), "4E's and 4 Poles model of sustainability", *Structural survey*, vol.30, pp.426-442.
- Andersen, T.J. (2000), "Strategic planning, autonomous actions and corporate performance", *Long Range Planning*, Vol. 33 No. 2, pp. 184-200.
- Anheier, H.K. and Leat, D. (2006), "Creative Philanthropy: Toward a New Philanthropy for the Twenty-first Century", Routledge, New York, NY.
- Atkinson, P.E. (2012), "Creating culture change", *Operations Management*, Vol. 38 No. 5, pp. 32-37.
- Barnett, M. (2007), "Stakeholder influence capacity and the variability of financial returns to corporate social responsibility", *Academy of Management Review*, 32, 794-816.
- Barney, J. (1991), "Firm resources and sustained competitive advantage", *Journal of Management*, 17, 99-120.
- Beard, D.W. and Dess, G.G. (1981), "Corporate-level strategy, business-level strategy, and firm performance", *The Academy of Management Journal*, Vol. 24 No. 4, pp. 663-688.
- Bendapudi, N., Singh, S.N. and Bendapudi, V. (1996), "Enhancing helping behavior: an integrative framework for promotion planning", *Journal of Marketing*, Vol. 60 No. 3, pp. 33-49.
- Bergström, O., & Diedrich, A. (2011). "Exercising social responsibility in downsizing: Enrolling and mobilizing actors at a Swedish high-tech company", *Organization Studies*, 32, 897-919.
- Besiou, M., Pedraza-Martinez, A. and Van Wassenhove, L. (2014), "Vehicle supply chains in humanitarian operations: decentralization, operation mix, and earmarked funding", *Production and Operations Management*, Vol. 23 No. 11, pp. 1950-1965.

- Brejning, J. (2012), "Corporate Social Responsibility and the Welfare State: The Historical and Contemporary Role of CSR in the Mixed Economy of Welfare", Ashgate Publishing Group, Farnham.
- Briggs, E., Peterson, M. and Gregory, G. (2010), "Toward a better understanding of volunteering for nonprofit organizations: explaining volunteers; pro-social attitudes", *Journal of Macromarketing*, Vol. 30 No. 1, pp. 61-76.
- Brown, W. O., Helland, E., and Smith, J. K. (2006), "Corporate philanthropic practices", *Journal of Corporate Finance*, 12, 855-877.
- Burke, L. and J. Logsdon (1996), "How corporate social responsibility pays off", *Long Range Planning*, Vol. 29 No. 4, pp. 495-502.
- Callahan, J. (2010), "Constructing a manuscript: distinguishing integrative literature reviews and conceptual and theory articles", *Human Resource Development Review*, Vol. 9 No. 3, pp. 300-304.
- Campbell, D. and Slack, R. (2007), "The strategic use of corporate philanthropy: building societies and demutualisation defences", *Business Ethics: A European Review*, Vol. 16 No. 4, pp. 326-343.
- Carrillat, F.A., D'Astous, A. and Colbert, F. (2008), "The effectiveness of art venue sponsorship: an attribution perspective", *Journal of Sponsorship*, Vol. 1 No. 3, pp. 1-12.
- Carroll, A. (1979), "A three-dimensional conceptual model of corporate performance", *Academy of Management Review*, Vol. 4 No. 4, pp. 497-505.
- Carroll, A.B. (1991), "The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders", *Business Horizons*, Vol. 34 No. 4, pp. 39-48.
- Carroll, A.B. (1999), "Corporate social responsibility: evolution of a definitional construct", *Business and Society*, Vol. 38 No. 3, pp. 268-295.
- Carroll, A. (2001), "Models of management morality for the new millennium", *Business Ethics Quarterly*, Vol. 11 No. 2, pp. 365-371.
- Caterpillar (2013), "Vision, mission, strategy", available at: [www.caterpillar.com/sustainability/vision-mission-strategy](http://www.caterpillar.com/sustainability/vision-mission-strategy) (accessed 08 April 2018).
- Chang, H., Tsai, Y.C., Chen, S.H., Huang, G.H. and Tseng, Y. (2015), "Building long-term partnerships by certificate implementation: a social exchange theory perspective", *Journal of Business & Industrial Marketing*, Vol. 30 No. 7, pp. 867-879.
- Choudhury, M.A. (2016), "God Conscious Organization and the Islamic Social Economy", Routledge, London.
- Chowdhury, R. and Fernando, M. (2013), "The role of spiritual well-being and materialism in determining consumers' ethical beliefs: an empirical study with Australian consumers", *Journal of Business Ethics*, Vol. 113 No. 1, pp. 61-79.

- Clariant (2012), "Sustainability Report 2012", Clariant International, Muttenz.
- Clarkson, M. (1991), "Defining, evaluating, and managing corporate social performance: the stakeholder management model", in Fredrick, W. (Ed.), *Research in Corporate Social Performance and Policy*, JAI Press, Greenwich.
- Clarkson, M. (1995), "A stakeholder framework for analyzing and evaluating corporate social performance", *Academy of Management Review*, Vol. 20 No. 1, pp. 92-117.
- Clary, E.G., Snyder, M., Ridge, R. and Copeland, J. (1998), "Understanding and assessing the motivations of volunteers: a functional approach", *Journal of Personality and Social Psychology*, Vol. 74, pp. 1516-1530.
- Claudia Navo, A., do Paco, A. (2013), "Corporate volunteering – an analysis of volunteers' motivations and demographics", *Journal of Global Responsibility*, Vol. 4 No. 1, pp. 31-43.
- Cornwell, T.B. (2008), "State of the art and science in sponsorship-linked marketing", *Journal of Advertising*, Vol. 37 No. 3, pp. 41-55.
- Cornwell, T.B., Weeks, C.S. and Roy, D.P. (2005), "Sponsorship-linked marketing: opening the black box", *Journal of Advertising*, Vol. 34 No. 2, pp. 21-42.
- Coulter, R.A., Zaltman, G. and Coulter, K.S. (2001), "Interpreting consumer perceptions of advertising: an application of the Zaltman metaphor elicitation technique", *Journal of Advertising*, Vol. 30 No. 4, pp. 1-21.
- Cowley, E. and Barron, C. (2008), "When product placement goes wrong: the effects of program liking and placement prominence", *Journal of Advertising*, Vol. 37 No. 1, pp. 89-98.
- Dermol, V. (2012), "Relationship between mission statement and company performance", *Management Knowledge and Learning 2012 International Conference Proceedings*, Zadar, pp. 891-899.
- Dessler, G. (1999), "How to earn your employees' commitment", *Academy of Management Executive*, Vol. 13 No. 2, pp. 58-67.
- Dierickx, I., & Cool, K. (1989). Asset stock accumulation and the sustainability of competitive advantage: Reply. *Management Science*, 35, 1514.
- Dolnicar, S. and Randle, M. (2004), "What moves which volunteers to donate their time? An investigation of psychographic heterogeneity among volunteers in Australia", *Voluntas*, Vol. 18, pp. 135-155.
- Dresner, S. (2002), "The Principles of Sustainability", Earthscan Publications, London.
- Driver, J. (2014), "The history of utilitarianism", from *Stanford Encyclopedia of Philosophy*, available at: <http://plato.stanford.edu/entries/utilitarianism-history/> (accessed 13 April 2018).

- Dudzik, T. and Gröppel-Klein, A. (2005), "The efficiency of integrated sponsorship advertising", *International Journal of Sports Marketing & Sponsorships*, Vol. 7 No. 1, pp. 57-67.
- Fombrun, C., Gardberg, N. A., & Barnett, M. L. (2000), "Opportunity platforms and safety nets: Corporate citizenship and reputational risk", *Business and Society Review*, 105, 85-106.
- Fombrun, C., & Shanley, M. (1990). "What's in a name? Reputation building and corporate strategy", *Academy of Management Journal*, 33, 233-258.
- Fontana, A —Prokos, A.H. (2007), "Interview: From Formal to Postmodern", Left Coast Press, California.
- Frederick, W. (1986), "Toward CSR3: why ethical analysis is indispensable and unavoidable in corporate affairs", *CA Management Review*, Vol. 28 No. 2, pp. 126-141.
- Friestad, M. and Wright, P. (1994), "The persuasion knowledge model: how people cope with persuasion attempts", *Journal of Consumer Research*, Vol. 21 No. 1, pp. 1-31.
- Furnham, A., Treglown, L., Hyde, G. and Trickey, G. (2016), "The bright and dark side of altruism: demographic, personality, traits, and disorder associated with altruism", *Journal of Business Ethics*, Vol. 134 No. 3, pp. 359-368.
- Galaskiewicz, J. (1997), "An urban grants economy revisited: Corporate charitable contributions in the Twin Cities, 1979-81, 1987-89", *Administrative Science Quarterly*, 42, 445-471.
- Galpin, T.J., Whittington, J.L. and Bell, R.G. (2012), "Leading the Sustainable Organization: Development, Implementation, and Assessment", Routledge, New York, NY.
- Galpin, T. —Whittington, J.L. —Bell, G. (2015), "Is Your Sustainability Strategy Sustainable? Creating a Culture of Sustainability", *Corporate Governance* Vol. 15 no. 1, pp. 1-17.
- Gardberg, N., & Fombrun, C. (2006), "Corporate citizenship: Creating intangible assets across institutional environments", *Academy of Management Review*, 31, 329-346.
- Gautier, A. and Pache, A.C. (2015), "Research on corporate philanthropy: a review and assessment", *Journal of Business Ethics*, Vol. 126 No. 3, pp. 343-369.
- Gidron, B. (1978), "Volunteer work and its rewards", *Volunteer Administration*, Vol. 11, pp. 18-32.
- Gillham, B. (2010), "Case Study Research Methods", Continuum International Publishing, London
- Gillham, B. (2005), "Research Interviewing: The Range of Techniques", McGraw-Hill Professional Publishing, Berkshire.

- Glenn, J.C. (2010), "Handbook of Research Methods", Oxford Book Co., Delhi.
- Godfrey, P.C. (2005), "The relationship between corporate philanthropy and stakeholder wealth: a risk management perspective", *Academy of Management Review*, Vol. 30 No. 4, pp. 777-798.
- Hambrick, D. and Chen, M. (2008), "New academic fields as admittance-seeking social movements: the case of strategic management", *Academy of Management Review*, Vol. 33 No. 1, pp. 32-54.
- Hartenian, L.S. and Lilly, B. (2009), "Egoism and commitment: a multidimensional approach to understanding sustained volunteering", *Journal of Managerial Issues*, Vol. 21 No. 1, pp. 97-118.
- Haski-Leventahl, D. (2009), "Altruism and volunteerism: The perceptions of altruism in four disciplines and their impact on the study of volunteerism", *Journal for the theory of social behaviour*, Vol. 39, issue 3, pp.271-299.
- Heidegger, M. (1982), "The Question Based on Technology And Other Essays", (Trans by W. Lovitt), Harper & Row Publishers, New York, NY.
- Hespenheide, E.J., DeRose, J., Branhall, B. and Tumiski, M. (2010), "A profitable shade of green", *Deloitte Review*, Vol. 7, pp. 61-73.
- Hewlett Packard Company (2010), "The HP printing payback guarantee", available at: [www.hp.com](http://www.hp.com) (accessed 24 May, 2012).
- Hill, R.C. and Bowen, P.P. (1997), "Sustainable construction: principles and a framework for attainment", *Construction Management and Economics*, Vol. 15 No. 3, pp. 223-39.
- Hitcock, G., Hughes, D. (1995), "Research and Teacher: A Qualitative Introduction to School-Based Research", Routledge, London
- Hur, W.M., Kim, H. and Woo, J. (2014), "How CSR leads to corporate brand equity: mediating mechanisms of corporate brand credibility and reputation", *Journal of Business Ethics*, Vol. 125 No. 1, pp. 75-86.
- Huselid, M.A. (1995), "The impact of human resource management practices on turnover, productivity, and corporate financial performance", *Academy of Management Journal*, Vol. 38 No. 3, pp. 635-672.
- Husted, B. and Allen, D. (2001), "Toward a model of corporate social strategy formulation", paper presented at the Social Issues in Management Division, Academy of Management, Washington, DC.
- Idowu, S.O., Kasum, A.S., Yüksel, M.A. (2014), "People, Planet and Profit: Socio-Economic Perspectives of CSR", Ashgate Publishing Ltd, Farnham.
- Interface (2008), "Toward a more sustainable way of business", available at: [www.interfaceglobal.com/Sustainability.aspx](http://www.interfaceglobal.com/Sustainability.aspx) (accessed 3 September 2013).
- IUCN (1991), "Caring for the Earth: A Strategy of Sustainable Living", IUNC, Gland.

- Jacopin, T. and Fontrodona, J. (2009), "Questioning the corporate responsibility (CR) department alignment with the business model of the company", *Corporate Governance*, Vol. 9 No. 4, pp. 528-536.
- Jensen, M. C. (2002), "Value maximization, stakeholder theory, and the corporate objective function", *Business Ethics Quarterly*, 12, 235-256. Jensen,
- Jones, T., Felps, W. and Bigley, G. (2007), "Ethical theory and stakeholder related decisions: the role of stakeholder culture", *Academy of Management Review*, Vol. 32 No. 1, pp. 137-155.
- Kashif, M., Sarifuddin, S. and Hassan, A. (2015), "Charity donation: intentions and behavior", *Marketing Intelligence&Planning*, Vol. 33 No. 1, pp. 90-102.
- Kibert, C. (1994), "Establishing principles and a model for sustainable construction", *Proceedings of the First International Conference on Sustainable Construction*, ed., CIB TG 16, Tampa, Florida, FL, 6-9 November.
- Kibert, C.J. (2008), "Sustainable Construction, Green Building Design and Delivery", 2nd ed., John Wiley & Sons Inc, Hoboken, NJ.
- Kleber, J., Florack, A. and Chladek, A. (2016), "How to present donations: the moderating role of numeracy in cause-related marketing", *Journal of Consumer Marketing*, Vol. 33 No. 3, pp. 153-161
- Kothari, C.R. (2004), "Research Methodology: Methods and Techniques", New Age International, New Delhi.
- Kotler, P. and Lee, N. (2005), "Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause", Wiley, New York, NY.
- Kristof-Brown, A., Zimmerman, R. and Johnson, E. (2005), "Consequences of individuals' fit at work: a meta-analysis of person-job, person-organization, person-group, and person-supervisor fit", *Personnel Psychology*, Vol. 58 No. 2, pp. 281-342.
- Kuada, John (2012), "Research Methodology: A project Guide for University Students", Samfundslitteratur Press, Frederiksberg.
- Kurucz, E., Colbert, B. and Wheeler, D. (2008), "The business case for corporate social responsibility", in Crane, A., McWilliams, A., Matten, D., Moon, J. and Siegel, D. (Eds), *The Oxford Handbook of Corporate Social Responsibility*, Oxford University Press, Oxford.
- Lacy, P., Arnott, J. and Lowitt, E. (2009), "The challenge of integrating sustainability into talent and organization strategies: investing in the knowledge, skills and attitudes to achieve high performance", *Corporate Governance*, Vol. 9 No. 4, pp. 484-494.
- Lee, Y. and Won, D. (2011), "Attributes influencing college students' participation in volunteering: a conjoint analysis", *International Review on Public and Non-profit Marketing*, Vol. 8, pp. 149-162.

- Lee, M., Pant, A. and Ali, A. (2010), "Does the individualist consume more? The interplay of ethics and beliefs that governs consumerism across culture", *Journal of Business Ethics*, Vol. 93 No. 4, pp. 567-581.
- Leisinger, K.M. (2007), "Corporate philanthropy: the 'top of the pyramid'", *Business and Society Review*, Vol. 112 No. 3, pp. 315-342.
- Locke, E.A. and Latham, G.P. (2012), "New Developments in Goal Setting and Task Performance", Routledge, New York, NY.
- Lukka, P. and Locke, M. (2003), "Faith and Voluntary Action: Community, Values and Resources", Institute for Volunteering Research, London.
- Maak, T. and Pless, N. (2006), "Responsible leadership in a stakeholder society: a relational perspective", *Journal of Business Ethics*, Vol. 66 No. 1, pp. 99-115.
- Malanska, H. (1993), "Women Volunteers at GMHC", *Women and AIDS*, London.
- Malcolm, L. and Driesener, W. (2016), "Why familiar brands are sometimes harder to remember", *European Journal of Marketing*, Vol. 50 Nos 3/4, pp. 621-638.
- Maon, F., Lindgreen, A. and Swaen, V. (2010), "Organizational stages and cultural phases: a critical review and a consolidative model of corporate social responsibility development", *International Journal of Management Review*, Vol. 12 No. 1, pp. 20-38.
- Marsden, T., Renting, H., Banks, J. and van der Ploeg, J. (2001), "The road towards sustainable agricultural and rural development: issues of theory, policy and research practice", *Journal of Environmental Policy and Planning*, Vol. 3 No. 2, pp. 75-83.
- Marta, E. and Pozzi, M. (2008), "Young people and volunteerism: a model of sustained volunteerism during the transition to adulthood", *Journal of Adult Development*, Vol. 15, pp. 35-46.
- Marta, E., Guglielmetti, C. and Pozzi, M. (2006), "Volunteerism during young adulthood: an Italian investigation into motivational patterns", *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, Vol. 17, pp. 221-232.
- Marques-Mendes, A. and Santos, M. (2016), "Strategic CSR: an integrative model for analysis", *Social Responsibility Journal*, Vol. 12, pp. 363-381.
- Masulis, R. W., & Reza, S. W. (2015), "Agency problems of corporate philanthropy", *Review of Financial Studies*, 28, 592-636.
- Meenaghan, T. (2001), "Understanding sponsorship effects", *Psychology & Marketing*, Vol. 18 No. 2, pp. 95-121.
- Meenaghan, T. and Shipley, D. (1999), "Media effect in commercial sponsorship", *European Journal of Marketing*, Vol. 33 Nos 3/4, pp. 328-47.
- Meenaghan, T. (1983), "Commercial sponsorship", *European Journal of Marketing*, Vol. 25 No. 11, pp. 5-10.

- Metzger, M.B., Dalton, D.R. and Hill, J.W. (1993), "The organization of ethics and the ethics of organizations: the case for expanded organizational ethics audits", *Business Ethics Quarterly*, Vol. 3 No. 1, pp. 27-43.
- Michaelidou, N., Micevski, M. and Siamagka, N.T. (2015), "Consumers' intention to donate to two children's charity brands: a comparison of barnardo's and BBC children in need", *Journal of Product&Brand Management*, Vol. 24 No. 2, pp. 134-146.
- Mishler, E.G. (1986), "Research Interviewing: Context and Narrative", Harvard University Press, Massachusetts.
- Morsing, M. and Oswald, D. (2009), "Sustainable leadership: management control systems and organizational culture in Novo Nordisk A/S", *Corporate Governance*, Vol. 9 No. 1, pp. 83-99.
- Mufti, I.K. (2015), "An introduction to the third pillar of Islam, the compulsory charity or zakat, the spiritual dimensions of zakat and charity, and how Islam views money in general", *The Religion of Islam*, available at: [www.islamreligion.com/articles/46/third-pillar-of-islam/](http://www.islamreligion.com/articles/46/third-pillar-of-islam/) (accessed 13 April 2018).
- Munilla, L. and Miles, M. (2005), "The corporate social responsibility continuum as a component of stakeholder theory", *Business and Society Review*, Vol. 110 No. 4, pp. 371-387.
- Noble et. al (2008), "International Journal of Academic Research in Business and Social Sciences", Vol 7, No 6.
- Omura, T. and Forster, J. (2014), "Competition for donations and the sustainability of not-for-profit organisations", *Humanomics*, Vol. 30 No. 3, pp. 255-274.
- O'Riordan, T. (1988) "The politics of sustainability", in Turner, R.K. (Ed.), *Sustainable Environment Management, Principles and Practice*, Belhaven Press, London, 29-50.
- Orlizsky, M., Siegel, D. and Waldman, D. (2011), "Strategic corporate social responsibility and environmental sustainability", *Business & Society* Vol. 50 No. 1, pp. 6-27.
- Oxford Dictionary (2001) *The Concise Oxford Dictionary*, rev. 10<sup>th</sup> ed., Pearsall J. edition, Oxford University Press, Oxford.
- Paetzold, Kolja (2010), "Corporate Social Responsibility (CSR): An International Marketing Approach", *Diplomica Verlag*, Hamburg.
- Pajo, K. and Lee, L. (2011), "Corporate-sponsored volunteering: a work design perspective", *Journal of Business Ethics*, Vol. 99, pp. 467-482.
- Parmar, B., Freeman, R., Harrison, J., Wicks, A., Purnell, L. and Colle, S. (2010), "Stakeholder theory: the state of the art", *The Academy of Management Annals*, Vol. 4 No. 1, pp. 403-445.



- Pedrini, M. and Ferri, L. (2011), "Implementing corporate social responsibility: an exploratory study of strategy integration and CSR officers' duty", *Economia Aziendale Online*, Vol. 2 No. 2, pp. 175-187.
- Peloza, J., Hudson, S. and Hassay, D. (2009), "The marketing of employee volunteerism", *Journal of Business Ethics*, Vol. 85 No. 2, pp. 371-386.
- Philips, R., Freeman, E. and Wicks, A. (2003), "What stakeholder theory is not", *Business Ethics Quarterly*, Vol. 13 No. 4, pp. 479-502.
- Pitkäranta, A. (2010), "Laadullisen tutkimuksen tekijälle", *Satakunnan AMK*, pp. 103-107.
- Piquet, S. (1985), "Sponsoring et mécénat", Vuibert, Paris.
- Porter, M.E. and Kramer, M.R. (2006), "Strategy and society: the link between competitive advantage and corporate social responsibility", *Harvard Business Review*, Vol. 84 No. 12, pp. 78-92.
- Porter, M. and Kramer, M. (2002), "The competitive advantage of corporate philanthropy", *Harvard Business Review*, Vol. 80 No. 12, pp. 57-68.
- Powers, E. and Yaros, R. (2013), "Cultivating support for nonprofit news organizations: commitment, trust and donating audiences", *Journal of Communication-Management*, Vol.17 No. 2, pp. 157-170.
- Prasad, J.T. (2015), "National Cultural Values, Sustainability Beliefs, and Organizational Initiatives", *Cross Cultural Management*, Vol. 22 Iss 2, 278 – 296.
- Pratono, A.H., Tjahjono, G. (2017), "How does materialistic attitude influence the impact of corporate brand on the customers' intention to donate to corporates' charity?", *Humanomics*, Vol. 33, No. 4, p. 484-498.
- RARE (2005), "Corporate social responsibility: integrating a business and societal governance perspective", *The RARE Project's Approach*, available at: [www.rare-eu.net](http://www.rare-eu.net) (accessed 20 May 2013).
- Rich, T., Owens, D. and Ellenbogen, I. (1978), "What Canadians dislike about TV commercials", *Journal*.
- Rifon, N.J., Choi, S.M., Trimble, C.S. and Li, H. (2004), "Congruence effects in sponsorships", *Journal of Advertising*, Vol. 33 No. 1, pp. 29-42.
- Rocha, M. (2011), "Motivaces, Envolvimento Preovio, Satisfaco e Intenco de Repetir a Experiencia no Voluntariado Ocasional – O Caso do Banco Alimentar Contra a Fome", *Dissertaco de Mestrado, Faculdade de Economia do Porto, Portugal*.
- Rok, B. (2009), "Ethical context of the participative leadership model: taking people into account", *Corporate Governance*, Vol. 9 No. 4, pp. 461-472.

- Roy, D.P. and Cornwell, T.B. (2004), "The effects of consumer knowledge on responses to event sponsorships", *Psychology & Marketing*, Vol. 21 No. 3, pp. 185-207.
- Saiia, D.H., Carroll, A.B. and Buchholtz, A.K. (2003), "Philanthropy as strategy: when corporate charity 'begins at home'", *Business & Society*, Vol. 42 No. 2, pp. 169-201.
- Schein, E. (2010), *Organizational Culture and Leadership*, 4th ed., Jossey-Bass, San Francisco, CA.
- Schnurbein, G., Seele, P., Lock, I. (2016), „Exclusive corporate philanthropy: rethinking the nexus of CSR and corporate philanthropy”, in *Social Responsibility Journal*, Vol. 12, No. 2, pp. 280-294.
- Serageldin, I. and Grootaert, C. (2000), "Defining social capital: an integrating view", in Dasgupta, P. and Serageldin, I. (Eds), *Social Capital: A Multifaceted Perspective*, World Bank, Washington, DC, 40-59.
- Shenton, A.K. (2003), "Strategies for Ensuring Trustworthiness in Qualitative Research Projects", *Education for Information*. 22, 63–75.
- Shin, S. and Kleiner, B.H. (2003), "How to manage unpaid volunteers in organizations", *Management Research Review*, Vol. 26, pp. 63-71.
- Siegel, D.S. (2009), "Green management matters only if it yields more green: an economic/strategic perspective", *Academy of Management Perspectives*, Vol. 23 No. 3, pp. 5-16.
- Sikolia, D., Biros, D., Mason, M., and Weiser, M. (2013) "Trustworthiness of Grounded Theory Methodology Research in Information Systems", *MWAIS 2013 Proceedings*, Paper 16.
- Silverman, D. (2001), "Interpreting qualitative data: methods for analysing talk, text and interaction", 2<sup>nd</sup> ed. London.
- Smith, C. (1994), "The new corporate philanthropy". *Harvard Business Review*, 72, 105-116.
- Speed, R. and Thompson, P. (2000), "Determinants of sports sponsorship response", *Journal of the Academy of Marketing Science*, Vol. 28 No. 2, pp. 226-38.
- Spence, C. and Thomson, I. (2009), "Resonance tropes in corporate philanthropy discourse", *Business Ethics: A European Review*, Vol. 18 No. 4, pp. 372-388.
- Sullivan, J.D. (2009), "The Moral Compass of Companies: Business Ethics and Corporate Governance as Anti-Corruption Tools", *International Finance Corporation*, New York, NY.
- Surroca, J., Tribó, J. A., & Waddock, S. (2010), "Corporate responsibility and financial performance: The role of intangible resources", *Strategic Management Journal*, 31, 463-490.

- Teo, A.C.Y. and Tan, Y.Y.L. (2013), "The conceptualization of social entrepreneurship by the print media: a content analysis of print media stories published in India and Singapore", 4th EMES International Research Conference on Social Enterprise, Interuniversity Attraction Pole (IAP) on Social Enterprise (SOCENT) and EMES network, Liege.
- Thompson, I.H. (2002), "Ecology, community and delight: a trivalent approach to landscape education", *Landscape and Urban Planning*, Vol. 60 No. 2, pp. 81-93.
- Tribou, G. (2004), "Sponsoring Sportif", 2nd ed., Economica, Paris.
- Uher, T.E. (1999), *Absolute Indicators of Sustainable Construction*, COBRA, RICS, London, pp. 243-53.
- Van Maanen, J., Sorenson, J.B. and Mitchell, T.R. (2007), "The interplay between theory and method", *Academy of Management Review*, Vol. 2 No. 1, pp. 1145-1155.
- van Marrewijk, M. (2003), "Concepts and definitions of CSR and corporate sustainability: between agency and communication", *Journal of Business Ethics*, Vol. 44 Nos 2/3, pp. 95-105.
- van Marrewijk, M. (2004), "A value based approach to organization types: towards a coherent set of stakeholder-oriented management tools", *Journal of Business Ethics*, Vol. 55 No. 2, pp. 147-158.
- van Marrewijk, M., Wuisman, I., de Cleyn, W., Timmers, J., Panapanaan, V. and Linnanen, L. (2004), "A phase-wise development approach to business excellence: towards an innovative, stakeholder-oriented assessment tool for organizational excellence and CSR", *Journal of Business Ethics*, Vol. 55 No. 2, pp. 83-98.
- Viswesvaran, C., Deshpande, S.P. and Milman, C. (1998), "The effect of corporate social responsibility on employee counterproductive behavior", *Cross Cultural Management*, Vol. 5 No. 4, pp. 5-12.
- Wakefield, K.L., Becker-Olsen, K. and Cornwell, T.B. (2007), "I spy a sponsor", *Journal of Advertising*, Vol. 36 No. 4, pp. 61-74.
- Wang, H., Choi, J., & Li, J. (2008), "Too little or too much? Untangling the relationship between corporate philanthropy and firm financial performance", *Organization Science*, 19, 143-159.
- Wang, H., & Qian, C. (2011), "Corporate philanthropy and corporate financial performance: The roles of stakeholder response and political access", *Academy of Management Journal*, 54, 1159-1181.
- Wayman, T., D'Agostino, H., Liang, A. and Perellis, C. (2012), "Social marketing at a critical turning point", *Journal of Social Marketing*, Vol. 2 No. 2, pp. 103-117.

- Wei, Y., Donthu, N. and Bernhardt, K.L. (2011), "Volunteerism of older adults in the United States", *International Review on Public and Nonprofit Marketing*, Vol. 9.
- Wheeler, D., Colbert, B.A. and Freeman, R.E. (2003), "Focusing on value: reconciling corporate social responsibility, sustainability and a stakeholder approach in a network world", *Journal of General Management*, Vol. 28 No. 3, pp. 1-28.
- Wilson, J. (2000), "Volunteering", *Annual Reviews of Sociology*, Vol. 26, pp. 215-240.
- Wood, D. and Logsdon, J. (2002), "Business citizenship: from domestic to global level of analysis", *Business Ethics Quarterly*, Vol. 12 No. 2, pp. 155-188.
- Zweigenhaft, R.L., Armstrong, J., Quintis, F. and Riddick, A. (1996), "The motivational and effectiveness of hospital volunteers", *The Journal of Social Psychology*, Vol.136 No.1,pp.25-34.

#### Internet resources

[www.uusilastensairaala2017.fi](http://www.uusilastensairaala2017.fi), accessed 03.01.2016, 15:43.

## 8 ATTACHMENTS

Attachment 1: Operationalization table

Research problem	Sub-questions	Theory background	Questions
	1. What are the interests of the companies in charity campaigns?	<ul style="list-style-type: none"> <li>- Pros and cons of charity campaigns</li> <li>- Open benefits</li> <li>- Hidden benefits</li> <li>- Benefits of charity campaigns compared with other forms of charity</li> </ul>	<p>1. What kind of charity campaigns are you trying to take part in?</p> <ul style="list-style-type: none"> <li>* How many are you taking part in at the moment?</li> <li>* How do you choose the destination of the support?</li> <li>* What kind of effect does media, stakeholders and customers have on your charity decisions?</li> <li>-Where, whom and why do you support?</li> </ul>
Why do the companies take part in charity campaigns?	2. What forms of charity do companies consider beneficial?	<ul style="list-style-type: none"> <li>- Attractiveness of different forms of charity</li> <li>- Factors giving the direction for support/help</li> <li>- Medias, stakeholders and customers role in decision-making</li> </ul>	<p>2. Which charity campaigns have you taken part in?</p> <ul style="list-style-type: none"> <li>* What kind of benefits do you pursue?</li> <li>* Do they have negative impacts?</li> <li>* How do charity campaigns differ from other charity forms?</li> </ul>
	3. How does the process of joining charity campaigns work in the company?	<ul style="list-style-type: none"> <li>- Establishment of the campaign</li> <li>- Joining campaign</li> <li>- Criteria for joining a campaign</li> </ul>	<p>3. How to join campaigns?</p> <ul style="list-style-type: none"> <li>* If it is possible to ask to join, what kind of campaigns do you search for?</li> <li>* If you are asked to join campaigns, what kind of campaigns are you normally asked to join?</li> <li>-Why?</li> </ul>

	4. What is the role of the stakeholders in choosing the campaigns?	<ul style="list-style-type: none"> <li>- Possibilities of stakeholders to effect the decision making process in charity campaigns</li> <li>- Consumers charity behavior/expectations towards company's charity behavior</li> </ul>	<p>4. What is the role of stakeholders in choosing charity campaigns?</p> <ul style="list-style-type: none"> <li>* How can different groups of stakeholders influence the company's charity behavior?</li> <li>* How do the employees see the social responsibility of the company?</li> </ul>
	5. Why does the company communicate about participation in the charity campaigns?	<ul style="list-style-type: none"> <li>- Ways of communication to the customers</li> <li>- Reasons of companies' communication with customers</li> </ul>	5. How do you communicate about your participation in charity campaigns with customers and other stakeholders?