

**CHRISTIAN SERVICE UNIVERSITY COLLEGE
DEPARTMENT OF COMMUNICATION STUDIES**

**IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON THE BRAND IMAGE OF
MTN (SCANCOM GHANA LIMITED): PERSPECTIVES OF SOME SELECTED
CUSTOMERS OF MTN**

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ABSTRACT

The concept of Corporate Social Responsibility (CSR) is increasingly receiving so much attention worldwide in recent years due to globalization of businesses. The concept was introduced to the business community in Ghana in early 1990's by the various multinational organizations. Organizations are now using CSR to gain competitive advantage and to create goodwill and a positive image for their brands.

This research is exploratory in nature and the data collected is quantitative. In order to conduct this study, we have collected data using questionnaires from 100 participants on Christian Service College University (CSUC) campus. We asked questions related to their view on the importance of CSR and its connection with brand image. The study focused on one telecommunication organization in Ghana, MTN whose CSR activities is widely publicised throughout Ghana. Therefore the study sought responses from MTN customers on CSUC campus.

The findings depicted that CSR is very important to customers and they see a significant connection between CSR and brand image. The analyzed data showed that socially responsible activities enhance the general image of a brand.

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CHAPTER ONE

1.1 BACKGROUND TO THE PROBLEM

In recent times, Corporate Social Responsibility (CSR) is identified as one out of the major trends that fundamentally influences business. Companies awareness of CSR has been on an increase. Many companies have come to accept the potential of Social Responsibilities to do more than just influence consumers choice amongst product; it can shape their belief and attitudes toward the organization. The Former CEO of Shell, Malcom Brinded brought this to point in his words (Bickel, 2009): *"one thing is certain. The days when companies were judged solely in terms of economics performance and wealth creation have disappeared"* - Malcom Brinded, 1998.

Today, the demands for CSR are not only coming from a few stakeholders but the larger society as well. Companies follow this trend to avoid falling behind in the market (Sen and Bhattacharya, 2001). The fast moving globalization of the business world has necessitated that firms have competitive advantage, and CSR has been identified by companies as a good tool that can be used to gain competitive advantage and to establish long lasting relations with its customers (Luo and Bhattacharya, 2006, Dalikova, 2011 and Razaq, 2013). CSR has also been used as a means in corporate branding which is discovered as a potential source of sustained competitive advantage (Aaker, 2004, Hatch and Schultz, 2001 and Shuili, Bhattacharya and Sen, 2010). Brand building can be expedited by employing positive CSR strategies. CSR help brands to increase the public awareness in the society and also enhances its uniqueness (Maneet, 2011). Companies that work actively with CSR usually enjoy high patronage of many customers (Maneet, 2011). Previous studies on customer behaviour also show that CSR institute positive

brand perceptions of products and services offered by enterprises (Jones, 2005 and Smith and Higgins, 2000). This is as a result of customers becoming more aware of CSR (Benezra, 1996). Business competition has heated up in this era of globalization and Information Technology and many companies and organizations are working actively to build up their brand in order to stand out in such a competitive market environment (Lai, Chiu, Yang and Pai, 2010). Therefore, Business Managers are implementing in their corporate agenda, methods to increase the value of their brands which is a key point to enhance brand image (Falk, 2012).

Brand image is a branch of the constitution of brand equity (Aaker, 1991). Brand equity is a set of assets and liabilities connected to a brand (Aaker, 1991). Brand image plays a vital role within the context of CSR; it helps in telling the difference between products or services by the tangible and intangible characteristics (Mudambi, Doyle, Wong, 1997, and Falk, 2012). Brand image is defined as "a largely subjective and perceptual phenomenon that is formed through consumer interpretation whether reasoned or emotional" (Dobni and Zinkhan, 1990, p110). To some extent, the strength of customers' perception about a brand sometimes depends on how much information the customers accept and remember (Keller, 1993). This study wants to establish that the stronger the memory that is created in the minds of customers by way of CSR, the clearer the brand image will be held in their memory. The brand image of companies and organizations can be strengthened by means of CSR activities (Middlemiss, 2003, and Klein and Dawar 2003, and Maneet, 2011). Customers are increasingly demanding companies and organizations to be socially responsible. This demand has even created a whole new segment of customers who are looking for specific types of product and services (Jenny Falk, 2012).

Customers today are more aware of the market than they were 20years ago (Neuborne and Kerwin, 1999).

Majority of the studies on CSR have given attention to the developed economies of the world and a little attention has been paid to developing markets like Ghana. Ghana is a large country in West Africa that is home to over 23million people with a population that is growing and its divided into 10 regions. There are many international and national companies working in different zones of Ghana. Many of these companies are making good profits without incorporating the social and environmental concerns into their business operations. Some companies and organizations have taken advantage of the voluntary nature of CSR and are busy creating wealth from the local market without taking into consideration the well-being of the people in the society or the environment. However, a number of multinational companies are working actively with CSR but most of the national companies and organizations have written documents concerning CSR and are not implementing them. People of Ghana give preference to brands which provide high quality products or services at low or reasonable price due to the economic crises in Ghana. This study will investigate the connection between CSR and Brand image from the perspective of some selected customers of one of the leading brands in the Mobile Telecommunication Industry in Ghana called Scancom Ghana Limited (MTN).

Ghana has one of the more competitive telecom markets in the region. The country was among the first to privatize the incumbent operator (Ghana Telecom), and was a pioneer in developing mobile telephony and data services. The market is well served by six competing players namely; MTN, Airtel, Tigo, Vodafone, Globacom and Expresso. Due to lack of time and resources, the

study will target some selected customers of MTN Ghana. MTN Group is a well known telecommunication industry committed to dealing with all aspect of telecommunication infrastructural development as it concerns GSM rollout. They have their head office in Johannesburg, South Africa. MTN Ghana was launched in 2006 as a strategy of MTN's desire to become the leading telecommunications provider in emerging markets. MTN Ghana values the importance of community and attempts to reflect this through its strategies. MTN Ghana is well known for their MTN Ghana Foundation which was set up in 2007 as a strategy to give back to the society in the form of CSR. The foundation's objective is to show MTN Ghana's commitment to, and support for, community empowerment through improving the health and education of people, etc. in Ghana.

1.2 THE PROBLEM STATEMENT

Some studies carried out indicate that there is a connection between CSR and Brand Image. However, there are limited studies on this phenomenon from the perspectives of customers. The Literature of these previous studies have hinted this connection but it is necessary to have further studies that will explore the importance of CSR, the link between CSR and Brand image and how the customers' perspective and evaluation of a brand is influence by the CSR initiatives of the brand.

This research therefore is an attempt to fill the gap of the importance of CSR, the connection between CSR and Brand image and whether CSR can have impact on the development of a brand image, by considering the perspectives of the customers. The results of this study will further reveal the importance of the connection between CSR and brand image from the

customers' position. However, the result will reflect this connection for one company and will need further proof of more research.

1.3 THE PURPOSE STATEMENT

The purpose of the study is to find out from the customers the importance of CSR, link between CSR and Brand image and if CSR can be used to enhance brand image.

1.4 OBJECTIVES OF THE STUDY

- To find out from the customers about their views on the importance of CSR
- To find out the connection between CSR and Brand Image from the customers' position
- To find out if CSR can be used to enhance brand image by considering the customers' perspective

1.5 RESEARCH QUESTIONS

The research will be guided by the following questions;

- Is CSR important from the customers' perspective?
- Is there a connection between CSR and Brand Image from the customers' position?
- Can CSR be used to enhance the brand image?

1.6 SIGNIFICANCE OF THE STUDY

The study will be a significant attempt in promoting a good work in the area of CSR in order to build a good brand image in companies and organizations.

The study will also be beneficial to students and practitioners in strategic CSR programmes, Corporate Strategies when they have to work with concept related to CSR and Branding issues. By understanding the needs of the students and benefits of quality education in the area of CSR and Branding, these practitioners and students can be assured of competitive advantage.

Moreover, this research will provide recommendations on how an organization can successfully employ CSR approach to strengthen its brand image.

The study will also be helpful to business practitioners in training and informing them in the area of CSR and Branding strategies. It will also serve as a future reference for researchers and corporate bodies on the subject of CSR and Branding.

1.7 SCOPE OF THE STUDY

The scope of the study includes CSR and Brand Image. The study will focus on a mobile telecommunication giant, MTN and will seek the views of some carefully selected customers of MTN on their stance of the above research questions and more. The study would be conducted between February and May 2015.

1.8 DEFINITION OF KEY TERMS

Impact: measure of the tangible and intangible effects (consequences) of one thing's or entity's action or influence upon another. (www.businessdictionary.com)

Brand: Unique design, sign, symbol, words, or a combination of these, employed in creating and image that identifies a product and differentiates it from its competitors.

(www.businessdictionary.com)

Social: (of or relating to human society) the interaction of the individual and the group, or the welfare of human beings as members of society (merriam-webster dictionary).

Responsibility: A duty or obligation to satisfactorily perform or complete a task (assigned by someone, or created by one's own promise or circumstances) that one must fulfill, and which has a consequent penalty for failure. (www.businessdictionary.com)

Customer: A party that receives or consumes products (goods or services) and has the ability to choose between different products and suppliers. (www.businessdictionary.com)

Corporate: Pertaining to corporations, Corporations are the most common form of business organization, and one which is chartered by a state and given many legal rights as an entity separate from its owners (www.investorwords.com/corporate).

Perspective: A particular way of considering something. that receives or consumes products (goods or services) and has the ability to choose between different products and suppliers. (www.dictionary.cambridge.org)

Image: The reputation that a person, organization, product, etc. has, including the characteristics, appearance, etc. that they are known for (www.businessdictionary.com).

Mobile: Possessing the ability to move (www.businessdictionary.com).

Telecommunications: Science and technology associated, in general, with communications at a distance (www.businessdictionary.com).

Industry: Any general business activity or commercial enterprise that can be isolated from others, such as entertainment industry, telecommunication industry, etc.

Corporate Social Responsibility (CSR): "A commitment to improve community well-being through discretionary business practices and contribution of corporate resources" (Philip Kotler and Nancy Lee, 2005).

Brand image: "A largely subjective and perceptual phenomenon that is formed through consumer interpretation whether reasoned or emotional" (Dobni and Zinkhan, 1990, p110).

CHAPTER TWO

LITERATURE REVIEW

In the previous chapter, the background of the research, problem statement, purpose of research, objectives and research questions were presented. This chapter will present a literature review on Corporate Social Responsibilities (CSR), Brand Image as well as the Theoretical Framework of the study.

2.1 CORPORATE SOCIAL RESPONSIBILITY (CSR)

In the 21st century it seems like organizations need to be vitally concern with the social and environmental needs of its community for its success and survival to strengthen its competitiveness. The pressure and demands from various stakeholders as well as the emergence of concepts such as sustainable development (World Commission, 1987) and global business citizenship (Wood et al., 2006) help explain the key role of CSR in the past decade.

In Europe, a survey of 6,350 consumers by Sofinco – Ipsos in 2004 has it that 53 percent believe changing consumption behaviour means that organizations must change and become ethically responsible (Cana IPSOS, 2004). National Family Opinion (NFO) has found in their 1999 survey of 1,000 U.S consumers that 54percent of respondents consider an organization's labour practice, business ethics, social role and environmental impacts very important (Enviroics Int., 1999).

As a result, Business Managers are now implementing social responsibility in their business practice in the form of CSR as a significant concept of strategic management. The concept of CSR originated in 1953 but became more popular in the year 2003 and has kept growing in its reputation (Mohan, 2001). The impact of corporate behaviour on the environment and society,

and ethics in business were controversial issues years before the definition for CSR had been set (Pfrogner and Rohrmann, 2013).

There have been diverse opinions about CSR and some of which have been criticized. For example, Milton Friedman stated that " the social responsibility of business is to increase its profits" as business managers have to do business to the advantage of their shareholders and society issues would be the state's responsibilities (Claydon, 2011, p. 406). This statement was criticized for not considering the company's role in the society (ibid). The diverse perspectives on CSR was stressed by Van Marrewijk in his claims that " it means something but not always the same thing to everybody" (2003, p. 96)

There are different definitions of CSR and it has evolved over time out of the stakeholder theory (Freeman and McVea, 2001 and Carroll, 2001). The majority of the definitions integrate the three dimensions to the concept; Economic, Environmental and Social dimensions. Below is the summary of several definitions of CSR;

- "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on voluntary basis." (European Commission, 2011, p. 3)
- "The responsibility of enterprises for their impacts on society." (European Commission, 2011, p. 6)
- "CSR includes corporate social acts that satisfy social needs beyond the legal obligations of firm" by Angelidids et. al (Lii, Lee, 2012, p. 69).

- "The managerial obligation to take action to protect and improve both the welfare of society as a whole and the interest of organizations" by Davis and Blomstrom (Sen and Bhattacharya, 2001, p. 226).
- "CSR is the company's status and activities with respect to its perceived societal obligations" by Brown and Dacin (Torres et al., 2012, p. 14).
- "CSR is about incorporating common sense policies into corporate strategy, culture, and day-to-day decision making to meet stakeholders' needs, broadly defined." by Werther and Chandler (Torres et al., 2012, p. 14).
- "CSR is regarded as the panacea which will solve the global poverty gap, social exclusion and environmental degradation." (Van Marrewijk, 2003, p. 96)

In this study, the definition of the European Commission describing CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis” seems relevant. The other definition which also appears to be appropriate to this study is the Angelidids definition describing it as "corporate social acts that satisfy social needs beyond the legal obligations of a firm". These two definitions stressed the social aspects of CSR and describe it as a voluntary act and beyond the company's legal obligation" (Angelidids et al, Lee, 2012, p.69).

Further works were done by Carroll after the several definitions of CSR - Carroll summarized four responsibilities of CSR which are " the economic responsibility to be profitable", " legal responsibility to abide by the law of society", "the ethical responsibility to do what is right, just fair" and "the philanthropic responsibility to contribute to various kinds of social, education, recreational, or cultural purposes" (Matteh, Crane 2005, p.167). However, there is a more recent

opinion on CSR which highlights the customer's perspectives and demands for CSR (Claydon, 2011, p. 415). Claydon's contention is that customers are now aware of what they stand to benefit from organizations operating in their community and demand that organizations actively work with CSR (Pfrogner, Rohrman, 2013).

Additionally, according to Claydon, execution of CSR initiative is a direct and prompt response to consumer demand and this is the reason companies should be socially responsible (Claydon, 2011, p.415). Fombrun and Shanely claim that CSR initiatives "are one means firms utilize to gain a positive reputation" which would support the view that those initiatives would have impacted on the brand (Lii, Lee, 2012, p. 69). "Corporation's socially responsible behaviour can positively affect consumer's attitudes towards the corporation", according to Lichtenstein et al. (Hsu, 2012, p.190). The philanthropic aspect of CSR improves consumers' brand attitudes (Lii and Lee, 2012, p.79).

2.2 BRAND IMAGE

This part of the literature review will delve into the main concept of this study. There have been various definitions of brand image by different scholars. Below are some of the definitions by Keller, Aaker and Dichter;

- "Brand image is the perceptions about a brand as reflected by the brand associations held in consumer memory." (Keller, 1993, p. 3)
- "Brand image is a set of associations, usually organized in some meaningful way." (Aaker, 1991)

- "An image is not anchored in just objective data and details. It is the configuration of the whole field of the object, the advertising, and, most important, the customer's disposition and the attitudinal screen through which he observes." (Dichter, 1985, p. 75)

Keller's definition of brand image above would be adopted in this study as it tends to emphasize the brand associations held in consumers' mind. Brand image has been identified as the most vital part of "the relationship between customers and brands" - brand equity (Wood, 2000, p.602). This due to the fact that brand image comprises of all associations in the mind of consumers linked to that brand. Brand image basically reveals a customer's general perceptions or impression of a brand. Consumers develop various associations with the brand and based on these associations, they form brand image. An image is formed about the brand on the basis of subjective perceptions of associations of associations bundle that the consumers have about the brand (managementstudyguide.com).

The concept about brand image is that a consumer does not just purchase a product or service but also the image associated with that product or service (ibid). According to Keller (1993), brand image consists of Brand attributes, Brand benefits and Brand attitudes.

1. **Brand attributes;** which represents the features that customers associates with the product or services they consume; Brand attributes can be categorized into product-related attributes and non-product related attributes. Product-related attributes is the main constitutions of a product and function performed by the product or services based on customer's experience. Non-product -related is the external dimensions related to the process of consumption involving price information, packaging, user imagery and usage imagery.

2. **Brand benefit;** refers to the value that products or services can produce to customers. The brand benefits can also be differentiated into 3 categories on the basis of customers' motivation for purchasing the products or services (Park, Jaworski, and MacInnis 1986); functional benefits, experiential benefits and symbolic benefits. Functional benefits are the fundamental benefits that are associated with brand attributes. Thus, it's often linked to the psychological needs of the customer such as increase efficiency for the work, safety needs, etc. Experiential benefits refer to the corresponding product-related attributes that can satisfy the customers' spiritual enjoyment. In other words, what it feels like to use the product or services. Symbolic benefits can be facilitated to customers to produce specific satisfaction related to underlying needs such as prestige, exclusive or fashion ability of a brand after the consumption (Solomon, 1983).

3. **Brand attitudes;** this refers to customers' general assessments of a brand (Wilkie, 1986). The customer behaviour is usually a manifestation of the brand attitude of the customer. Brand attitude can also be associated with symbolic benefits and functional benefits (Percy and Rossiter, 1987).

A positive and unique brand image can be a firm's capability of holding its position on the market (Wu, 2011). Lai, Griffin and Babbin (2009) cited that a positive brand image has the capability to make good impact in areas such as customer's contentment, service superiority, loyalty and repurchasing intention. Therefore, companies make much marketing effort to build up positive perception about their brand in the minds of their customer.

CSR has been identified as a very effective tool in this endeavour to building a positive brand image and building consumer's positive attitudes. Thus, supporting brand image with the help of

CSR initiatives can attract positive comments and eventually has a positive effect on the brand. Brand image can be strengthened by CSR.

2.3 THEORETICAL FRAMEWORK

This section will provide sufficient insight about the chosen theoretical models. The models are chosen to support to support and explain the empirical aspect of this study. The models are the stakeholder theory of an organization as well as the association network memory model.

2.3.1 The stakeholder Theory

Organizations do not operate in vacuum. They exists in a micro-environment as well as a macro-environment (Kotler et al., 1999). They are constantly being affected by these external forces (Micro-environment and Macro-environment) which determine their effectiveness and performance. The closely-related actors such as customers, competitors make up the micro-environment of an organization whereas the macro-environment consists of larger societal forces such as cultural forces, political forces, etc that affect and shape the micro-environment. These macro - environment can provide opportunities or pose threats to the organization. These external forces or related actors (micro-environment and macro-environment) of an organization can be described as the stakeholder of an organization (ibid; Maignan and Ferrell, 2004). In other words, stakeholders are all the different groups, outside and inside the organization that have interest or concern in the organization.

Stakeholder management is now an integral part of the management approaches and this emphasizes the acknowledgement of the organization as an actor together with other actors (Kotler et al., 1999). The different expectations and demands of stakeholders poses a difficult

challenge to organizations that make effort to meet the needs of the different groups of stakeholders.

The main drive behind stakeholder management was to attempt to build a model that was responsive to the interests or concerns of managers who were being pounded by environment turbulence and change (Freeman, 1984). To ensure the survival of a business in the midst of these environment turbulence and change, the business has to create value for customers, suppliers, employees, community, etc.

A stakeholder approach by Edward Freeman became one of the good response to this challenge. The concept of stakeholders or stakeholder management, or stakeholder to strategic management suggests that managers must formulate and implement processes which satisfy all and only those groups who have stake in the business. Freeman developed the stakeholder theory when he realized that there were inconsistencies in the current theories on both the quantity and kinds of change that were occurring in the business environment of the 1980s (Freeman 1984).

The theory established the relationship and responsibility between an organization and the society. The stakeholder theory is one of the major influences on CSR and a major determining factor in the continual existence of an organization in the society. According to Donaldson and Preston (1995), stakeholder theory could be categorized into descriptive, instrumental or normative branches. A descriptive theory would simply illustrate that firms have stakeholders, an instrumental theory shows that firms who consider their stakeholders devise successful strategies, and normative theory describe why firms should give consideration to their stakeholders.

CSR can only be successful where the organization reacts positively to its community needs or the organization faces criticisms and disagreements with community activists. Stakeholders are the groups without whose support the organization would cease to operate.

2.3.2 The Associative Network Memory Theory

Brand image and brand awareness constitute brand knowledge which influences what consumers know about the brand and what kind of thoughts they have about it. Keller explains brand knowledge with the associative network memory model which asserts that knowledge consists of nodes and links (Keller, 1993, p.2). Nodes are "stored information" and links connect various nodes with each other (ibid). If one node gets activated by receiving new information or by retrieving already existing information from memory, this activation can spread among other nodes (ibid). This occurrence is called "spread activation" and enables retrieval from memory, which means that the more information can be recalled (ibid).

Keller indicated that, as per this model, brand knowledge consists of a brand node in memory to which a variety of associations are linked" (Keller, 1993, p. 3) Brand awareness describes the extent to which consumers are able to identify the brand and influences how strong the brand node is. Thus, brand awareness is recall and recognition of the brand. Additionally, information about the brand are contained in associations in the form of nodes linked to the brand node and they influence what consumers think about a brand and what it means for them. The totality of all brand associations in a consumer's mind is called Brand image (ibid).

Consumers perceive similarities in a meaning or content when the various associations are congruent to each other. Thus, if new information is in congruence with other brand information,

consumers find it easy adding it to their memory structure. In other respects, if new information is incongruent to other brand associations, consumers can get confused about the meaning of the brand and negative impressions about it can be produced (Keller, 1993, p.7)

Keller provided this congruence theory between brand associations as theoretical background for the brand-cause fit concept (Becker-Olsen, Cudmore and Hill, 2006. p. 46-47, Hoeffler and Keller, 2002, p.83). The concept of brand-cause fit expounds to what degree consumers perceive similarities between a brand and the cause of its CSR initiatives and how well they conform to each other (Bigne, Curras-Perez and Aldas_Manzano, 2012, p.577). The information about the brand which is the CSR initiatives should be in line with the other brand information. In other words, the CSR initiatives should be in congruence with other brand information. Thus, the cause of the CSR initiatives should fit to the brand. When consumers perceive this fit as being high, this usually results into positive effects. On the other hand, a low fit may lead to negative outcomes and attitude towards the brand (Bigne, Curras-Perez and Aldas_Manzano, 2012. p.577-578, Becker-Olsen, Cudmore and Hill, 2006, p.47)

CHAPTER THREE

METHODOLOGY

This section will delve into the methodology that will be used in this study. The chapter will include the research approach, the research strategy, data collection method, data collection instrument, population of the study, sample size and sampling technique and data analysis method.

3.1 RESEARCH APPROACH

Research approach is usually settled on after the purpose of the study has been clarified. The methodology is described and justified by the research approach. There are two types of approaches that are usually used in research study: Qualitative research approach and Quantitative research approach. The type of data which will be collected determines the choice of research approach used.

Quantitative research approach was chosen for this study as it is highly structured and makes analysis of data quite easy. Quantitative research is associated with exploring connections between variables (Bryman & Bell, 2007, pp. 428). The approach is a better choice for studies that lay focus on numeric data and therefore, on numbers (Saunders, Lewis and Thornhill, 2007, pp. 145). Quantitative research helps explain the links between theory and research and it is appropriate to use under a positivist paradigm and natural science approach (Bryman & Bell, 2007, pp. 154). Quantitative approach avoids the effects of presence, behaviour or attitude of researchers on the results as objectivity is very vital in this approach. It also ensures critical

examination of research method and conclusions to avoid any possible bias. The above reasons make using of quantitative approach very appropriate for this study.

3.2 RESEARCH STRATEGY

The research strategy is to help researchers answer the formulated research questions if selected appropriately (Saunders, Lewis and Thornhill, 2007, p. 135). There are various strategies that are used in research studies, depending on the "type of research questions posed", "the context of control a researcher has over actual behavioural events" and "the degree of focus on contemporary as opposed to historical events" (Yin, 1994, p.4 and Pfrogner & Rohrmann, 2013, p. 35). Studies of this nature which use quantitative approach focus on describing phenomenon across a number of participants thereby providing the possibility of summarizing characteristics across groups or relationships. Quantitative research uses statistical technique to recognize overall patterns in the relations of processes, and usually deals with large data. The use of survey methods across a large group of individuals in quantitative study enables generalization of findings.

3.3 DATA COLLECTION METHOD AND INSTRUMENT

There are different ways of collecting data for analysis in a research study (Saunders, Lewis and Thornhill, 2007). Observation, Interview, questionnaires and secondary data collected can be used in a research. All available methods need to be critically assessed in order to choose the most appropriate method (ibid).

Questionnaires were considered the most suitable for this study as the study seeks to explore the connection between two variables; CSR and Brand image (Bryman & Bell, 2007, pp.426). The

study will attempt to measure the effect of CSR (Independent variable) on Brand image (dependent variable). Questionnaires are described as combination of all techniques of data collection in which each person is asked to provide answers to same sets in a pre-determined order (Saunders et al, 2007). There were close-ended and open-ended questions, both dichotomous questions (allow respondents to choose between only two responses) and multiple questions (offer more than two responses) were used in the questionnaire.

Questionnaire consisted of three sections; the first section covered basic information about respondents which included gender, age and educational background. In the second section, questions were related to CSR and its connection with brand image while the last section included questions concerning MTN's CSR involvement and brand image. 20 students were engaged in a pilot study to identify the loopholes in the questionnaire. This pretext was conducted prior to data collection in order to make the necessary modifications in the questionnaire to make it more accurate and easy to understand (Bolton, 1993). A developed questionnaire is presented in Appendix 1.

3.4 STUDY POPULATION

The target population of this study will be MTN customers on Christian Service University College (CSUC) between the ages of 20 - 30, male and female. The choice of the target population is a from a premise that this group are more similar in characteristics to the researchers, more updated on brand and is more with online media than any other possible target population (Malhotra & Birks, 2006 and Wiesmann & Habt, 2012).

Researchers expect the above mention criteria for the target population, to enhance the quality of data collection and the accuracy of the study.

3.5 SAMPLE SIZE AND SAMPLING TECHNIQUE

The students of Christian Service University College (CSUC) were considered in this study as the researchers believe that students are more similar in characteristics to the researchers and are more updated on brand. It was cost effective for researchers as well (Malhotra & Birks, 2006 and Wiesmann & Habt, 2012).

Quota Sampling was the sampling technique used in the sampling selection. Sampling is the process of selecting elements from the total population in such a way that the sample elements represent the total population (Martin, E, Amin 2005, p 67). Thus, quota sampling was used to select groups or sample to complete the questionnaires and the group or sample are representative of the general population (Bryman & Bell, 2007, p. 201). This sampling technique makes it possible to use smaller number of people as representative of a large number in a survey. Quota sampling was used as it can stand for different categories of people in a society (Bryman & Bell, 2007, p. 201). According to Gudman, 1996, quota sampling also provides a cheaper and timelier means to conduct a research.

The sample size was 100 participants ranging from 18 to 40 years of age including both male and females. The sample size of 100 represents the six departments of CSUC, thus Communications, School of Business, Theology, Computer Science, Social & Community Development and Nursing. The sample size used in the survey indicates that a larger or increased sample size could have a benefit of more accuracy while taking into account time and resources available (Hair, Black, Babin & Anderson, 2010, p.10). The sample size of 100 is ideal for exploratory study like this, as it only seeks to monitor the effect of CSR on brand image (Hair, et al, 2007. p.10). The

sample size was determined using the quota sampling formula and the calculations and the table showing the quota of students of various departments in the sample is illustrated below;

Calculations for sample size;

$$n = \frac{N}{1 + N(e)^2}$$

where

n = sample size

N = Accessible population = 1232

e = error margin

$$e = e_{max} - e_{min}$$

where

e_{max} = maximum error

e_{min} = minimum error

NB : Total Student population of CSUC = 1559

Therefore;

$$e = 0.10 - 0.01 = 0.09$$

$$n = \frac{1232}{(1 + 1232)(0.09)^2}$$

$$n = 99.919 = 100$$

Therefore, Sample Size = 100

Calculations for quota sample of various department;

$$\text{quota sample of department} = \frac{\text{accessible population of department}}{\text{total number of accessible student population}} \times \text{actual sample size}$$

Above formula was used to determine the quota sample of various departments in the sample size of 100, for example;

$$\text{quota sample of school of business} = \frac{764}{1232} \times 100 = 62.013$$

Therefore, quota sample of school of business students in the sample of 100 was 62.

QUOTA SAMPLING TABLE

Table 1

DEPARTMENTS	NUMBER OF STUDENTS	NUMBER OF MTN CUSTOMERS	QUOTA OF STUDENTS IN SAMPLE OF 100
SCHOOL OF BUSINESS	858	764	62.013
DEPARTMENT OF COMMUNICATION	252	171	13.880
DEPARTMENT OF THEOLOGY	149	89	7.224
DEPARTMENT OF COMPUTER SCIENCE	67	44	3.571
DEPARTMENT SOCIAL WORK AND COMMUNICATION	27	16	1.299
DEPARTMENT OF NURSING	206	148	12.013
TOTAL	1559	1232	100.00

NOTE: Accessible population is the portion of the target population that is available to the researcher for the purposes of a specific study. It is usually a subsection of the target population (<https://books.google.co.uk/books?isbn=0748737189>). Students from the various departments who were using MTN were the accessible population. There were 1232 MTN customers out of the total of 1559 students on CSUC campus. This information was made available to the researchers of this study by the Information Technology department of the university and Student Representative Council (SRC).

3.6 DATA ANALYSIS METHODS

Statistical Package for the Social Science (SPSS) software was used in the coding entry and analysis of data collected. A number code will be assigned to each questionnaire, answers will also be given a code response and the SPSS program will be used for the analysis. The data will then be entered using a table format.

3.7 ETHICAL CONSIDERATIONS

The participants were assured of total protection that the research will not cause any harm whatsoever to them. Their participation was on voluntary basis and their acceptance was required. Information collected were anonymous to ensure their confidentiality is protected. There was no obligation for participants to complete the questionnaire if after reading they do not wish to participate, that was accepted.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 INTRODUCTION

This chapter presents the collected data and the analysis of the findings. It will also look at the profile of respondents and the response rate. The study attempts to find out the impact of CSR on brand image from the customers' perspective.

4.1.1 Profile of Respondents

This section discusses the demographics such as educational background and the response rate. Christian Service University College has six departments; hence range of different respondents of different education background had the chance to fill in the survey. Quota sampling was used to determine the sample size from each department to avoid bias.

The demographics that were observed in the sampling size was age groups and gender. Participants also came from all the departments; school of business (BBA), Department of Communication (BAC), Department of Theology (BAT), Department of Computer Science, Department of Social Work and Community Development and Department of Nursing. All levels in the department were also considered; Level 100 (first year), Level 200 (second year), Level 300 (third year) and Level 400 (fourth year). The response rate of the survey was high as expected because potential participants approached understood the language and were within the age category set for the survey (18-40 years old).

4.2 FINDINGS

4.2.1 Profile of respondents/sample

The sample or respondents profile/characteristics on the basis of demographic factors can be summarized as:

1. Gender

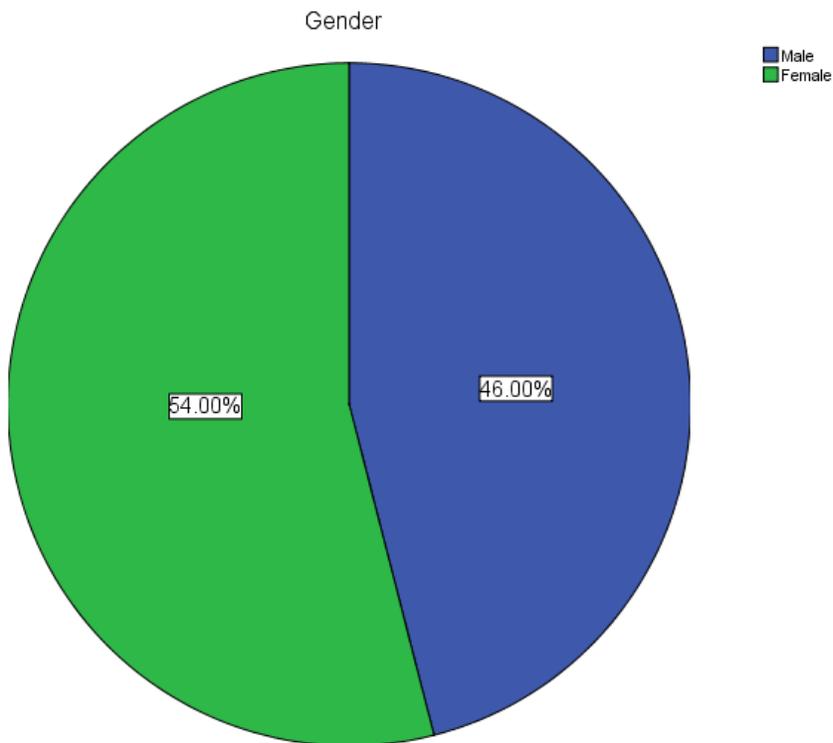


Figure 4.1

The figure 4.1 outlines the gender in the sample. It depicts that both males and females were given the chance to participate. 54% females and 46% males participated in the study.

2. Age

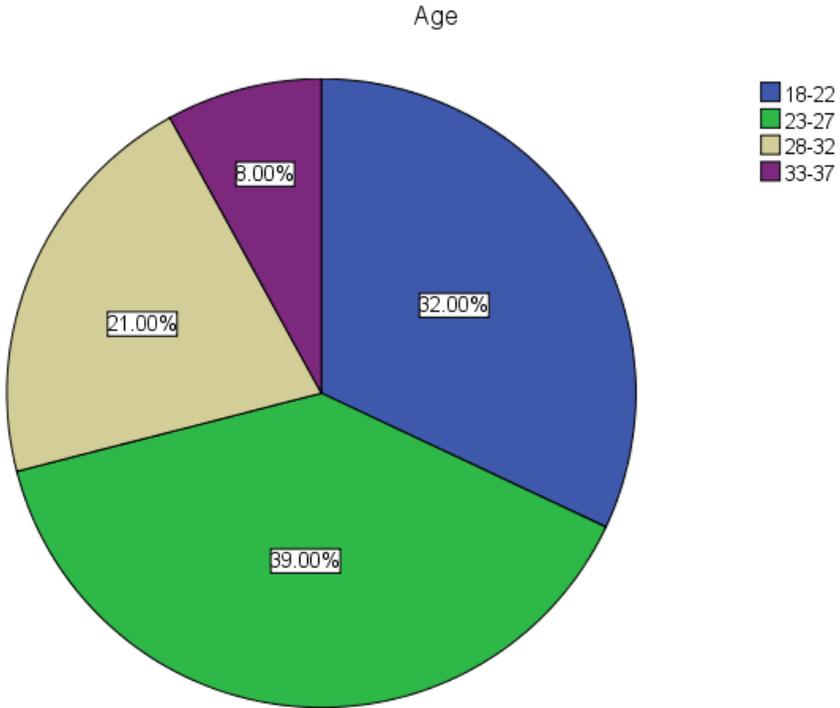


Figure 4.2:

The figure 4.2 depicts the age-wise composition of the sample. The categories and their composition were as follow 18-22 were 32 respondents, 23-27 were 39 respondents, 28-32 were 21 respondents and 33-37 were 8 respondents.

3. Department

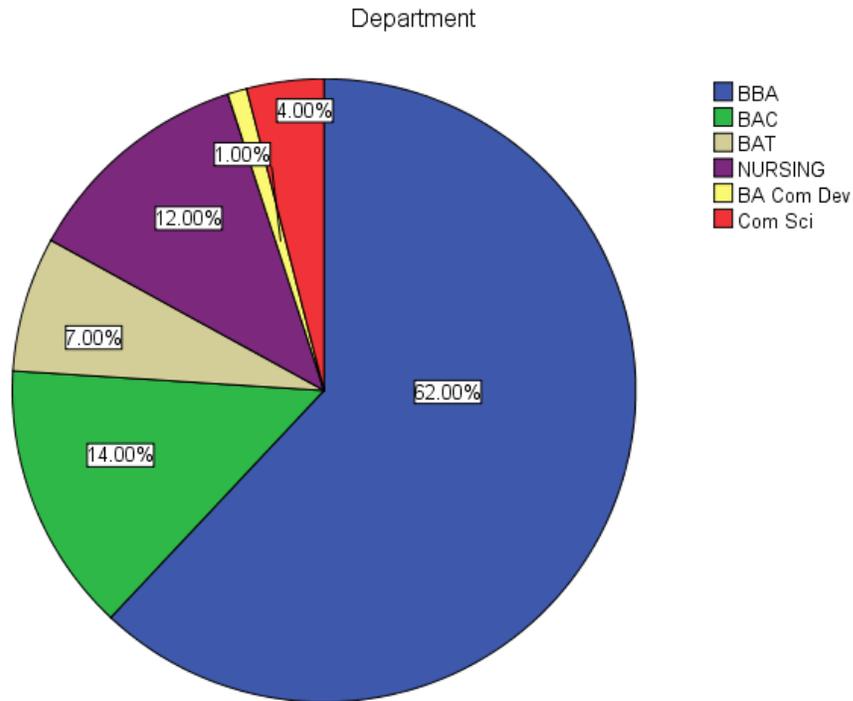


Figure 4.3

The figure 4.3 shows the quota of sample from various departments in the study. As per the quota sampling calculations earlier, respondents from the various departments were as follows BBA were 62, BAC were 14, BAT were 7, Nursing department were 12, BA Com. Development was 1 and Computer Science were 4.

4. Educational Level

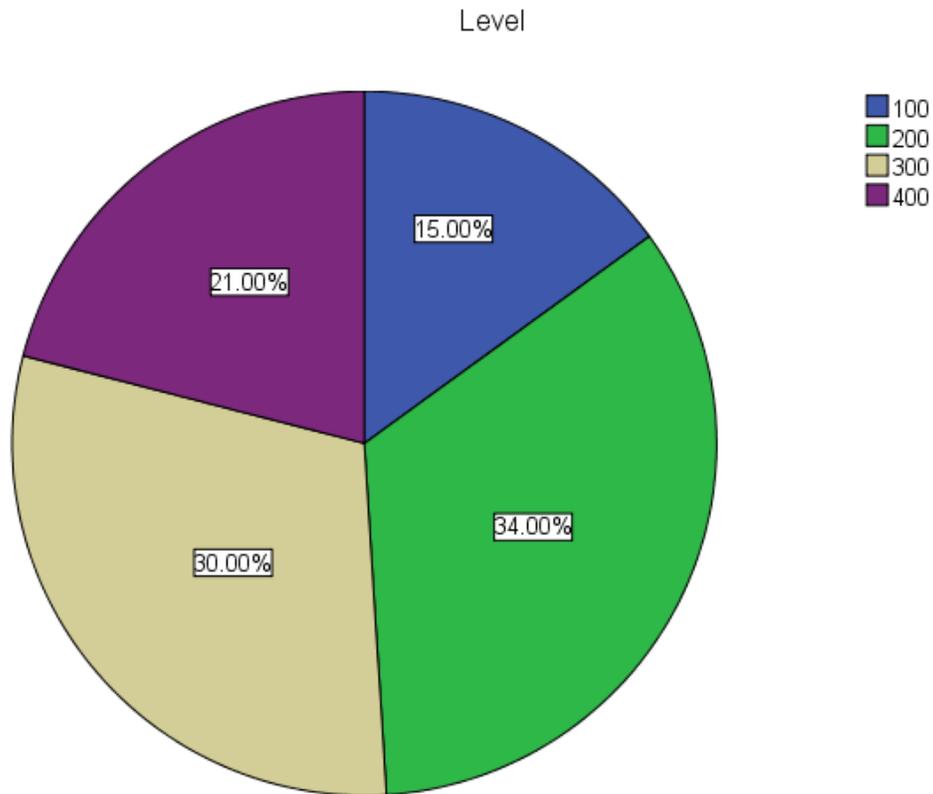


Figure 4.4

The figure 4.4 also describes respondents on the basis of education level. The composition were as follows; Level 100(first year) were 15 respondents, Level 200(second year) were 34 respondents, Level 300(third year) were 30 respondents and Level 400(Fourth year) were 21 respondents.

4.2.2 Responses of sample

The findings or responses are based on the questionnaires which were distributed to participants on Christian Service University College campus. Researchers expected participants' responses to answer the three research questions that were formulated at the beginning of the study. The responses of sample can be summed up as:

Importance of CSR

Do you think Corporate Social Responsibility (CSR) is important?

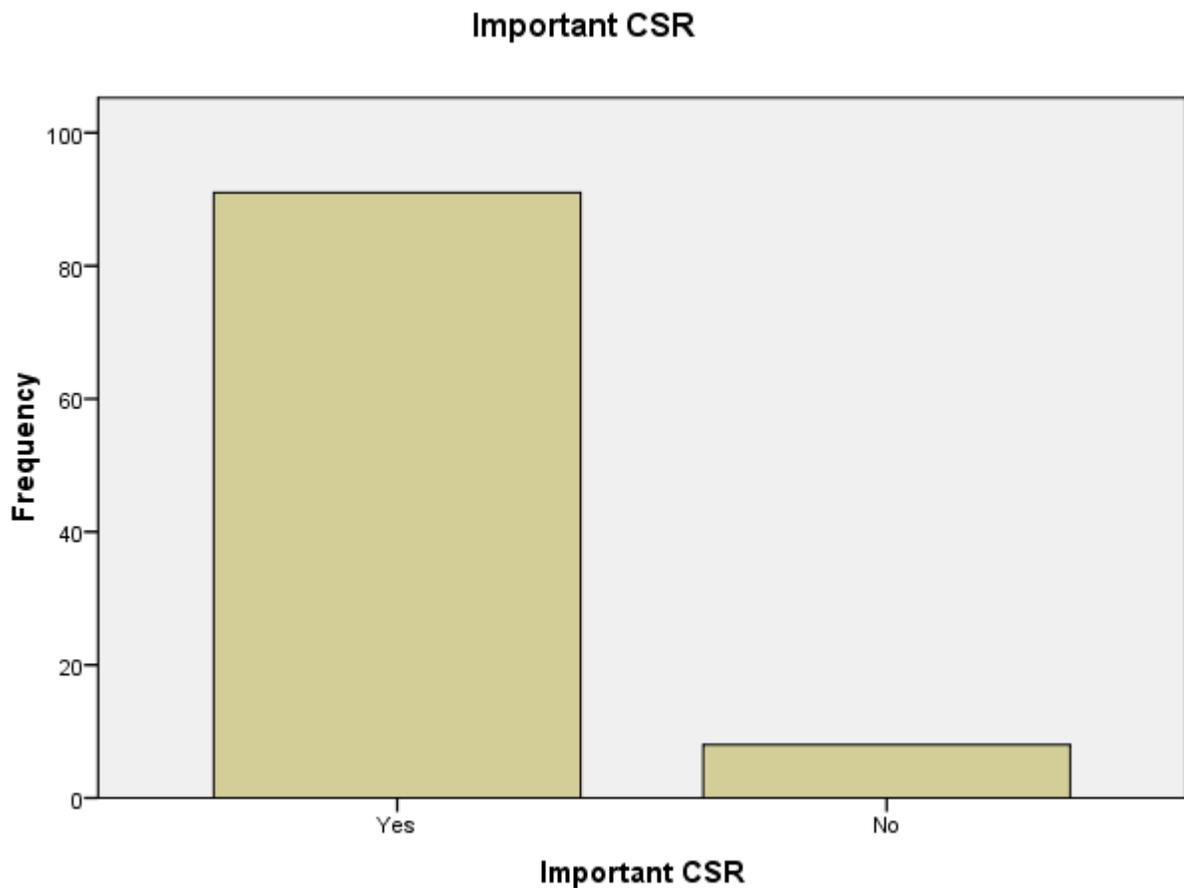


Figure 4.5

The figure 4.5 depicts that the customers consider CSR an important tool. The question asked to establish this was "Do you think Corporate Social Responsibility (CSR) is important?". The figure shows that most MTN customers on Christian Service University College campus said "Yes" to that question and the overall percentage of getting 'Yes' was 91% which is very high comparing it to those that answered "No" which is 8%. One questionnaire had that question unanswered and that accounts for the missing 1%.

Connection between CSR and Brand Image

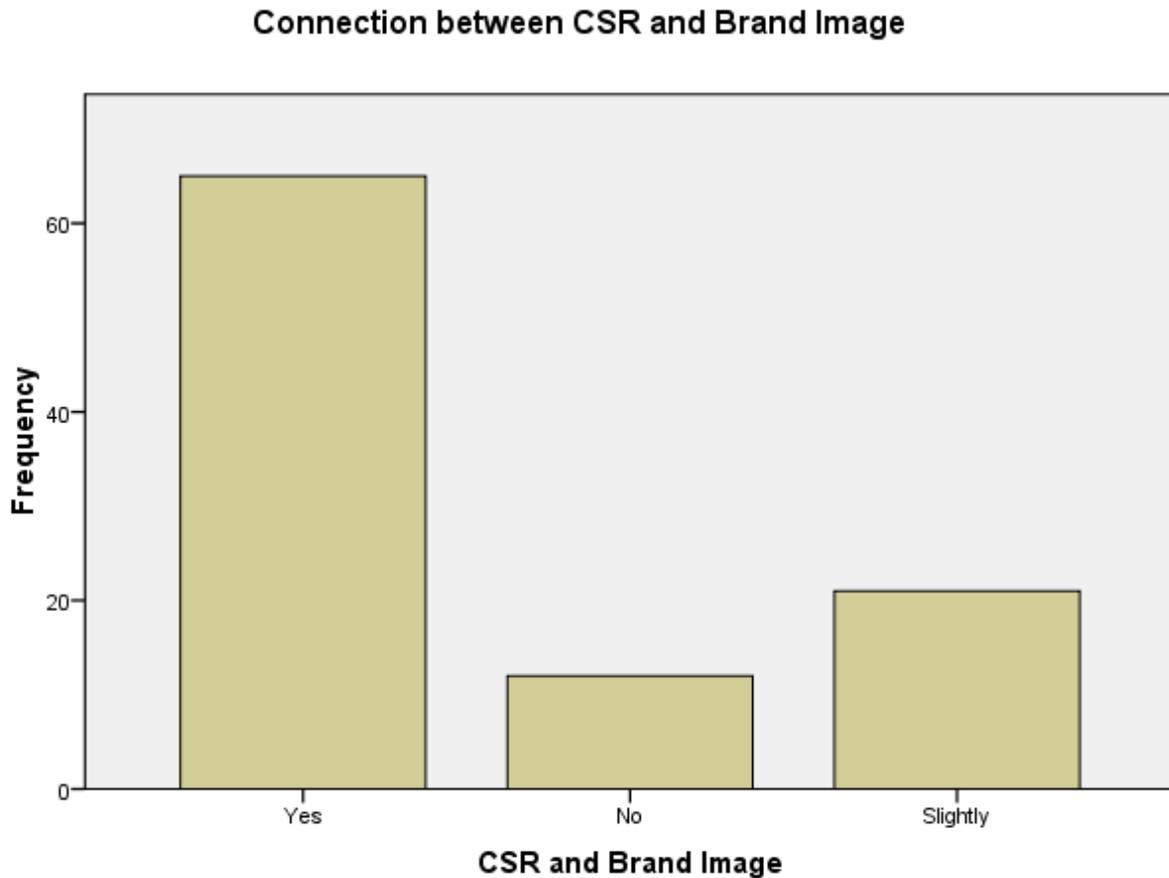


Figure 4.6

The figure 4.6 shows the responses gathered in the form of Yes and No. The question asked is “Do you see a connection between CSR and brand image?”. The figure depicts that 65% of the total respondents said Yes and 12% said No and 21% answered slightly.

How would you describe the connection between CSR and Brand Image?

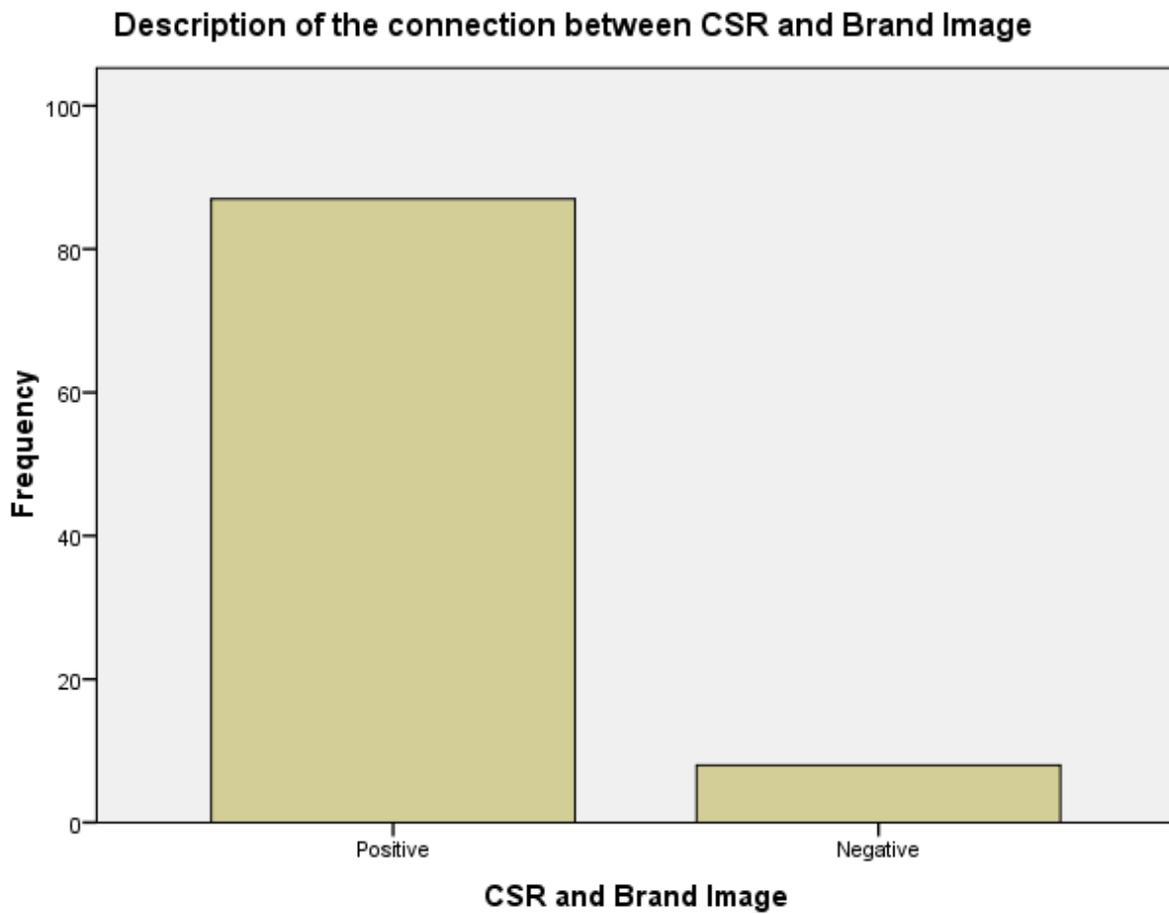


Figure 4.7

The figure 4.7 shows the responses gathered in the form of Positive and Negative. The question asked is "How would you describe the connection between CSR and Brand Image?". The figure

depicts that 87% of the total respondents showed a positive response and 8% showed negative. The system showed 5% were missing since respondents left the question unanswered.

Can CSR be used to enhance brand image?

Does MTN has a Positive Brand Image?

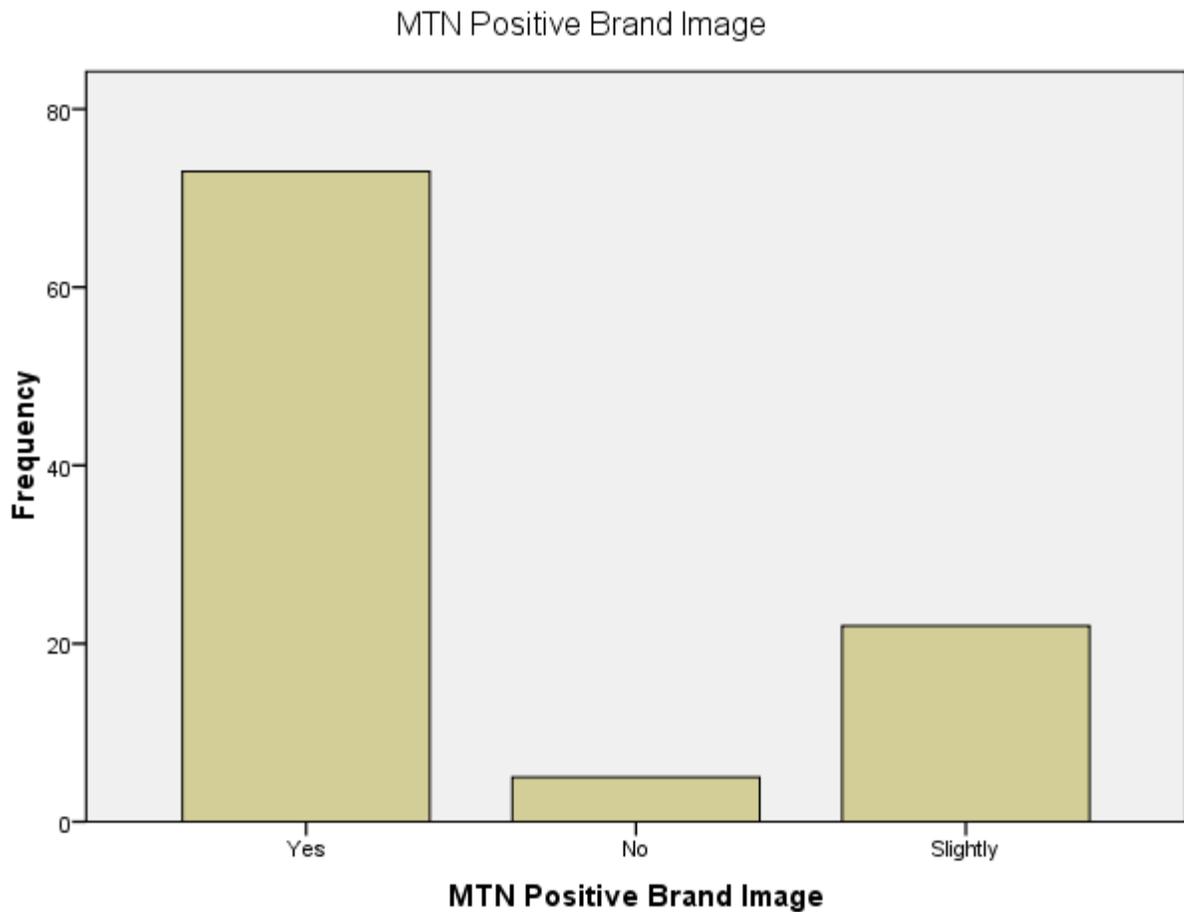


Figure 4.8

The question asked here was intended to know whether MTN has a positive brand image and the results in the sample depicted that 73% of the total respondents said Yes, 5% answered No and 22% answered Slightly. The question was "*Does MTN has a Positive Brand Image?*"

Do you think MTN's brand image has been enhanced through their Corporate Social Responsibilities (CSR)?

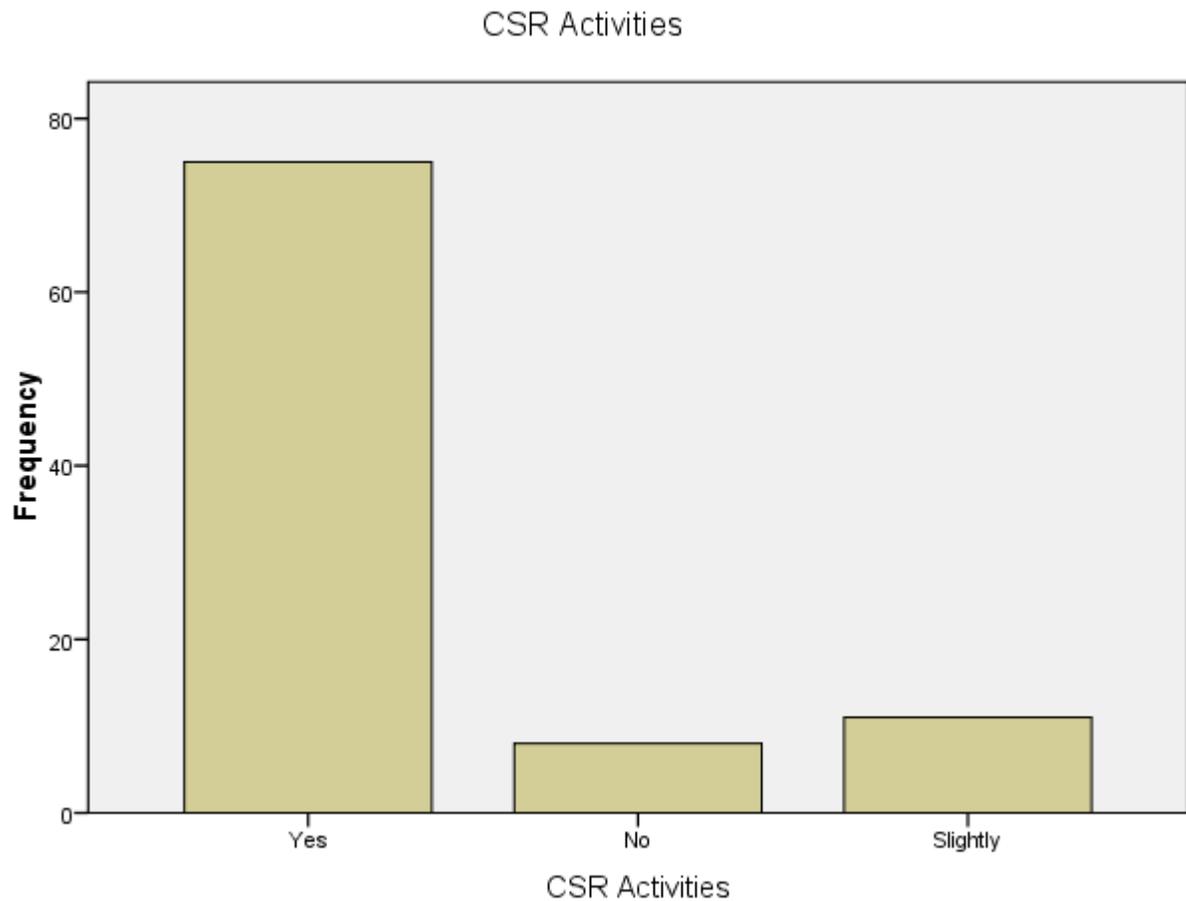


Figure 4.9

The figure 4.9 depicts the responses of a follow up question: "*Do you think MTN's brand image has been enhanced through their Corporate Social Responsibilities (CSR)?*" which was intended to find out whether respondents who said MTN has a positive brand image think MTN CSR engagements do contribute to the positive brand image. The results shows that 75% of the total respondents answered Yes, 8% said No and 11% answered Slightly. The system showed that 6% were missing as that particular percent was left unanswered.

Can MTN enhance their brand image by engaging in CSR activities?

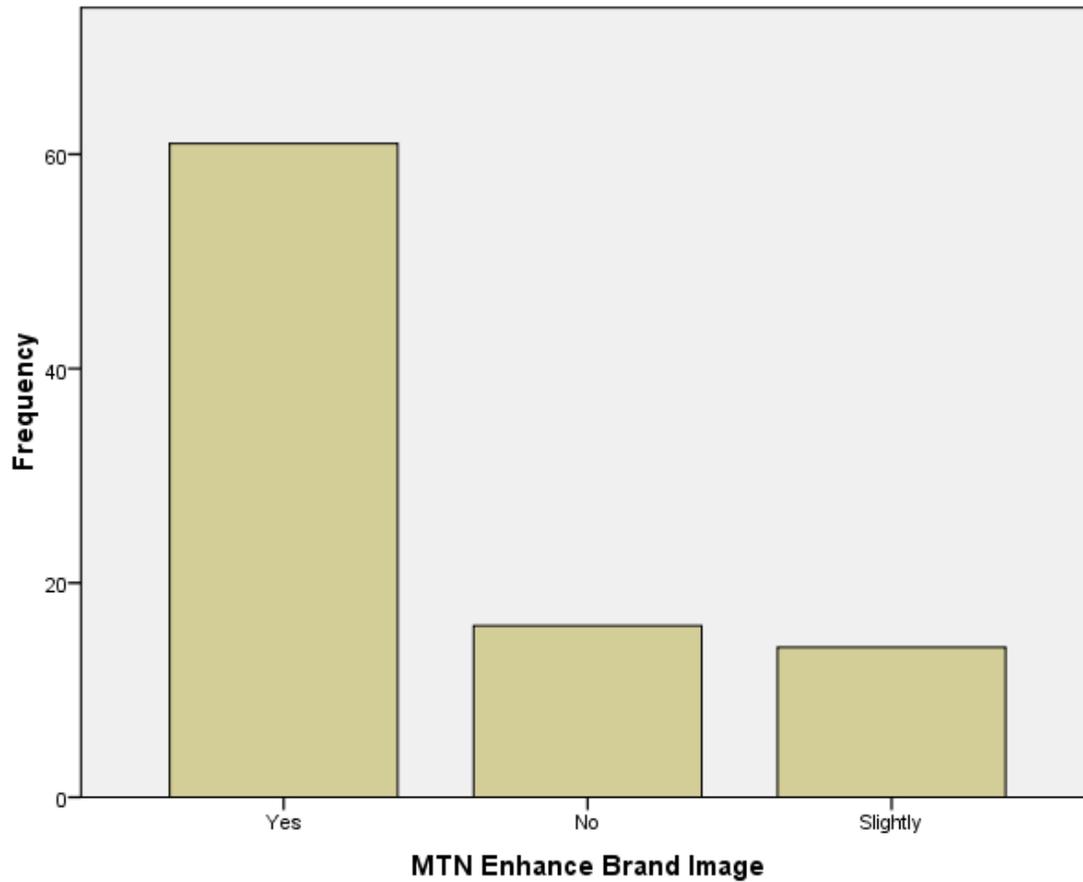


Figure 4.10

Another follow up question was asked to find out from those who do not think MTN has a positive brand image whether MTN can boost or enhance their brand image with CSR. The figure 4.10 depicts that 61% said Yes, 16% answered No and 14% answered Slightly. Again 9% were missing since they left the question unanswered as indicated by the SPSS software. The question asked is "*Can MTN enhance their brand image by engaging in CSR activities?*"

4.3 DISCUSSION OF FINDINGS

The study had three objectives which helped in the determination of the impact of CSR on brand image.

The first objective of the study was to find out from customers their views on the importance of CSR. The findings depict that customers view CSR as very important. This finding is supported by a recent survey conducted by Liis Veersalu on the importance of CSR. The survey revealed the recognition of importance of CSR by customers. It showed that 53 percent of the respondents believed that CSR is very important as it ensures peaceful co-existence between organizations and the host communities. 43 percent believed it is rather important, 3 percent said it is rather not important and 1 percent said it is not important at all. As per the third annual CSR Monitor (2001), the survey conducted depicted that the public are increasingly demanding that companies broaden their role in the society. This further affirms the findings of this study that customers see CSR as very important issue. Hence, companies must strategically incorporate the needs of the host community in their business operations. According to the 2007 PR week/Barkly PR cause survey, consumers expect companies to give back. In effect, companies are reacting to this with cause-related programmes that engage consumers and their employees. CSR has thus become a vital part of organisations and for that matter MTN.

The second objective of this study was to find out from respondents whether or not they see a connection between CSR and brand image. The results of the study strongly support that there is a connection between CSR and brand image. The findings further revealed that the connection is positive and very strong. This finding is supported by a recent survey conducted by Zaman, Bahria University Islamabad. The survey revealed that the correlation value of CSR and brand

image is 80.4% which indicates that the relationship between CSR and brand image is very strong as depicted by the findings of this study. It further revealed that CSR cause 64.7% change in brand image. Another finding by Zaman's survey which is of important consideration is that philanthropic responsibilities have 53.4% relationship with the favourability of brand image. This means that if the company engages in philanthropic responsibilities, it has a very good influence on favourability of brand image. Brand favourability is a measure of respondent's overall opinion about a brand (brandeo.drupagardene.com). Another survey by Raza Naqvi et al also reported that the correlation between CSR and brand image was 0.607 which indicated that there is a significant/strong connection between CSR and brand image.

The last objective of the study was to find out from respondents whether CSR can be used to enhance brand image and the findings revealed that CSR can be used to boost brand image. This result was highly expected as many surveys done on the benefits of CSR have reported similar findings. Kotler et al (2005) identified improved brand positioning as one of the benefits of engaging in CSR activities which is in line with Bankas (2010) findings in a survey on relationship that exists between CSR and brand where customers develop a positive feelings towards a brand engaged in CSR. Brand image is improved as organizations involved in CSR become well known for its generosity and attract customers. This finding is also supported by a study among 90 companies by the Committee to Encourage Corporate Philanthropy which points out the reputational benefit of corporate responsibility - "bottom line, the generosity of local and national corporations goes a long way toward improving the image of the company on all levels. And, if that happens to boost the reputation of the company".

As per the data collected from respondents, it can be seen that organization and for that matter, most respondents believe MTN has a positive brand image and their CSR activities have contributed that. Respondents who do not believe MTN has a positive brand image also indicated that MTN can enhance their brand image by using CSR.

A company is able to create a positive perception about itself in the minds of people by doing something good which has the potential to attract people. This point has been confirmed by a study conducted by Carrillo et al (2008) when their findings revealed that almost 50% of respondents in the survey affirmed that their organizations engaged in CSR to build positive reputation for their organizations. In effect this could not be the reason for MTN's CSR orientation but studies have proven that an added advantage of CSR is that it creates positive image and reputation.

The findings from this study and other research studies have confirmed the impact of Corporate Social Responsibility (CSR) on brand image. The importance of CSR has also been established as it ensures the cordial relationship between organization and the host community. The study further revealed the positive and very strong connection that exists between CSR and brand image. It was also pointed out that CSR can be used to enhance brand image. The study was able to measure the research objectives with the research questions and also explore the relationship between CSR and brand image.

CHAPTER FIVE

CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

This chapter will present the conclusions, recommendations and limitations of the study.

5.1 CONCLUSIONS

Based on the research findings and analysis, the following conclusions can be drawn from the study;

Customers are now aware of what they stand to gain from organizations through CSR, and this makes the concept of CSR very important to them. Views from respondents indicated that MTN is CSR-oriented and the CSR activities engaged by MTN were health-related, economic empowerment, and educational-related activities and these are important CSR activities the societies need. These CSR actions help attract marketing value for MTN.

The findings have confirmed that there is a very strong and positive connection between CSR and brand image. Other studies have also proven that CSR activities do not only influence the image but other associations of a brand such as Brand Personality, Brand Awareness, Brand Loyalty, etc. The findings clearly indicates the need to examine the connection between CSR and Brand image as organizations attempt to use CSR as a tool to create positive and enhance brand image.

CSR can be used as a tool to boost or enhance brand image. Other studies have also concluded that many organizations are practicing CSR as it enhances the overall reputation and credibility for that matter Brand image. Respondents of this pointed out that MTN has positive Brand image and it's partly due to their CSR performance. The findings also made it clear that organizations

for that matter MTN can enhance its Brand image by using CSR activities. Keller (1993) and Klein & Dawar (2003) affirmed this conclusion by stating that marketing managers and CSR managers rely on CSR to enhance brand image.

From the findings analysis of the study, researchers found that CSR do have a significant impact on Brand image from the customers' position.

5.2 RECOMMENDATIONS

The purpose of this research is to examine the impact of CSR on Brand image from the customers' perspective. Data were collected through questionnaire from 100 respondents and drew conclusions for the three research questions which helped researchers to gain better understanding of the research purpose. The study contributed to theories that guided this research; "the stakeholder theory" and "Associative Network Memory Model". The study contributed to the "stakeholder theory" by exploring the importance of CSR to customers, hence the action of CSR by organizations to fulfil the demands of the theory and also contributed to the "Associative Network Memory Model" by hinting on how an organization can create positive and enhance its Brand image by engaging in CSR initiatives that fits the brand values or what the brand stands for.

As per the data analysis, the following recommendations can also be made to Practitioners;

It is a step in the right direction for Practitioners who have hinted in that past that CSR can affect the Brand image and therefore, are in the search for proof or confirmation.

This can be used in many aspects of a company as it endorses the stakeholder theory. For Practitioners such as marketing managers and CSR managers, it is a new focus when it comes to considering the brand image that is the stakeholders' expectations.

Organizations undertaking CSR activities can lead their customers to identify themselves with their Brand image and ultimately the business will have an opportunity to fulfil its sustainability goals.

This study has shown CSR is very important to the customer and it brings many benefits such as enhancing brand image

Below recommendations can also be considered for future studies;

Future studies should be done using another international company in a different business sector rather than the telecommunication sector to confirm the conclusions drawn by researchers of this studies.

A company that has engaged in CSR for a longer period of time should be used in future studies to see if their Brand image indeed is affected by their CSR activities and also considering as many customers as possible.

Future studies can consider using participants from other institutions or universities as this study used only the students of Christian Service University College.

5.4 LIMITATIONS OF THE RESEARCH

Since the research team was not able to extend the research to cover people outside Christian Service University College, Kumasi, students were the only option as respondents. Although it provided the possibility of various education backgrounds, it was still identified as a limitation for this study.

Also, the fact that this research took a quantitative approach and used questionnaire as data collection instrument, one might criticized that there could not be probing to gain a deeper understanding of the research topic.

Additionally, researchers did not get enough time and resources to embark on this research, hence the research could not use a large sample size ad could not extent the participation beyond Christian Service University College.

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APPENDIX I

Sample of Questionnaire

This questionnaire is part of a study being conducted as a final year project, in partial fulfilment of the requirements for the award of a Bachelor of Arts degree in communication studies, by four final year students of Christian Service University College, Kumasi from the Communication Department. The study will help us understand the impact of Corporate Social Responsibility on Brand image.

We would greatly appreciate your co-operation in filling out this questionnaire. Your response to any individual question on this study is completely voluntary. You will not be individually identified and your responses will be kept confidential and used for statistical purposes only.

Thanks for your co-operation.

1. Personal Information

Sex: Male Female

Age: 18-22 23-27 28-32 33-37

Department: BBA BAC BAT BSC Nursing BA. Comm De BSC.
Com Sci.

LEVEL: 100 200 300 400

2. Have you come across the term Corporate Social Responsibility (CSR)?

Yes No

Do you know the meaning of CSR?

Yes No

Do you think CSR is important?

Yes No

Does CSR have impact on your perception about a brand?

Yes No Slightly

Do you see a connection between CSR and brand image?

Yes No Slightly

If yes, how would you rate this connection?

Very strong Strong Weak Very weak

How would you describe the connection between CSR and brand image?

Positive Negative

3. How long have been using MTN?

Below 1 yr 1-3 yrs 3-6 yr 6-9yrs

Do you think MTN is CSR oriented?

Yes No Slightly

Do you know of any MTN CSR activity?

Yes No

If yes give an example

.....

What is your perception about the MTN's brand?

Positive Negative Neutral

Does MTN's CSR involvement contribute to the above perception about their brand?

Yes No Slightly

Do you think MTN has a positive brand image?

Yes No Slightly

If Yes, do you think MTN'S brand image has been enhanced through their CSR activities

Yes No Slightly

If No, can MTN enhance their brand image by engaging in CSR activities?

Yes No Slightly

APPENDIX II

PROFILE OF MTN (SCANCOM GHANA LIMITED)

MTN (Scancom Limited) is a leading telecom services provider based in Ghana. The company primarily provides wireless telephony, data and internet services. It operates as a subsidiary of South Africa based telecom company MTN. The company offers a range of communications products and services to its customers, including traditional and mobile voice and data, digital and mobile financial services, as well as enterprise services to small and medium-sized (SME), public sector and corporate clients. The Company has operations in around 22 countries across Africa and the Middle East connecting approximately 210 million people. The company markets its products and services under the MTN brand.

MTN was launched in Ghana in 2006 following the acquisition of Investcom. It is arguably the leading mobile telecommunications company in emerging markets in Ghana. In terms of market share, quality human resource, solid financial base, countrywide dispersion of computer networked offices, product quality and diversity, and very importantly, responsible corporate citizenship activities. MTN's network coverage is extensive, covering all ten regional capitals and many rural and remote areas. MTN Ghana is well known for their MTN Ghana Foundation which was set up in 2007 as a strategy to give back to the society in the form of CSR. The foundation's objective is to show MTN Ghana's commitment to, and support for, community empowerment through improving the health and education of people, etc. in Ghana.