

Good Deeds Last Forever

Subjective Duration and the Sincerity of Brand CSR

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THE FUTURE OF BRANDS
CONFERENCE

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Brands are Increasingly Involved in CSR

The collage features several CSR initiatives:

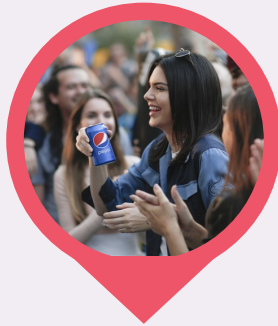
- Warby Parker:** "buy a PAIR" and "give a PAIR" campaigns, featuring a woman holding a book and a family.
- LEGO:** "840,000 Kids reached in communities in 26 countries" and "Goal to reach 400,000 kids with engaging play activities".
- Levi's:** "85% WATER<LESS" campaign with a water drop icon.
- LVMH:** "LIFE LVMH" campaign featuring a rooftop garden.
- Samsung:** "SAMSUNG SOLVE" campaign with colorful geometric blocks.
- Nike:** "NIKE BETTER WORLD" campaign with a green background.

Source: Governance and Accountability Institute 2018 – ga-institute.com

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Consumers Like When it Seems Firms Take CSR Seriously



PEPSI
NOT TAKEN SERIOUSLY



BEN & JERRY
TAKEN SERIOUSLY

Ellen, Webb, and Mohr 2006; Forehand and Grier 2003

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What Drives Perceptions of CSR Seriousness?

Subjective Duration

the perception of how long an event has lasted



**More time =
more serious**

Dispositional and situational factors affect how long it seems a brand has supported a cause

Peetz, Gunn, and Wilson 2010; Ross and Wilson 2002; 2003; Yeung and Soman 2013

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SBC Drives Subjective Duration

Self-Brand Connection

overlap between the self-concept and a brand

Motivated

High SBCs may temporally expand brand CSR to protect themselves
(Ferraro, Kirmani, and Matherly 2013; Fournier 1998)

Protect Self, Not the Brand

Temporal expansion may be more likely when there is a need to self-enhance
(Cheng, White, and Chaplin 2012)

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Summary of Studies

Study 1: Subjective Duration (SD) → Perceived Seriousness (PS) → Choice

Study 2: SBC × Deed Valence → SD → PS

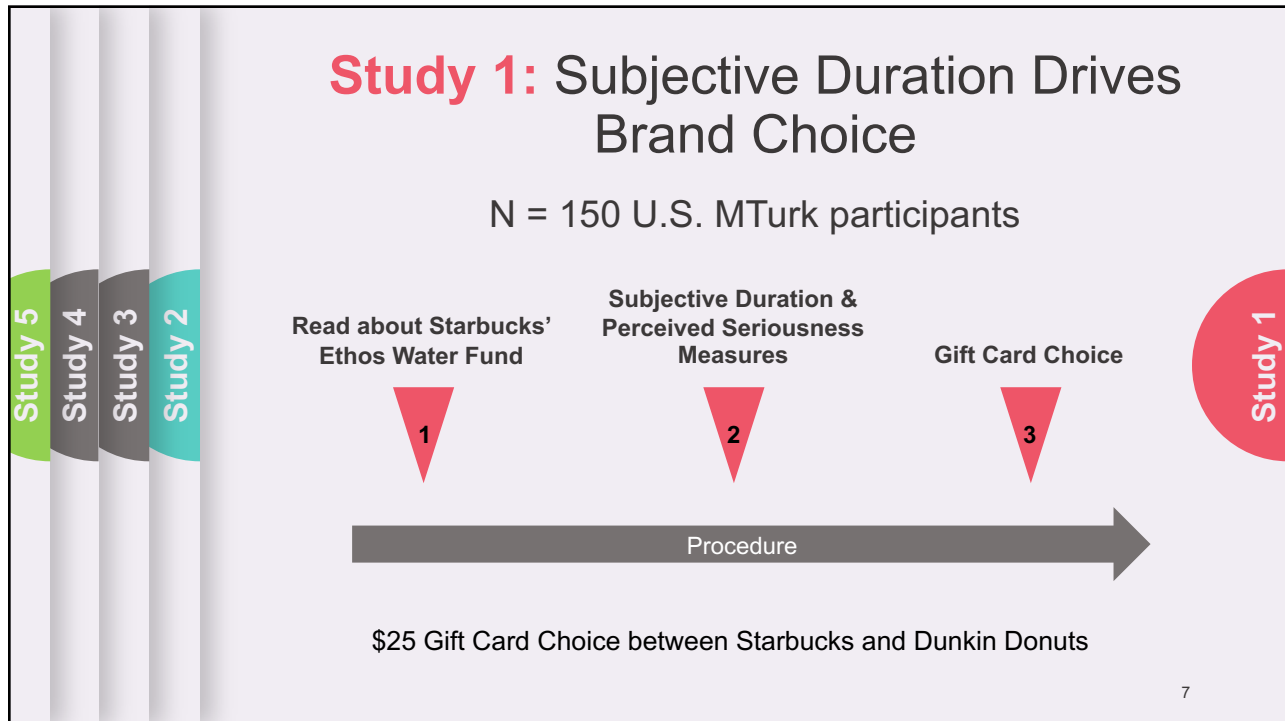
Study 3: SBC × Explicit Brand Esteem → SD → PS

Study 4: SBC × Implicit Self-Esteem → SD → PS

Study 5: SBC × Cause Approval → SD → PS → Purchase Intentions

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Study 1: Subjective Duration Drives Brand Choice

Starbucks' Ethos Water Fund

Starbucks started the Ethos Water Fund in order to help **end the global water crisis**. Currently, over 1 billion people worldwide do not have access to clean water. Since founding this program, Starbucks has **given more than \$12 million** to help support water, sanitation, and hygiene education programs in water-stress countries—**benefitting more than 500,000** people around the world.

Study 5, Study 4, Study 3, Study 2, Study 1

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Study 1: Subjective Duration Drives Brand Choice

Subjective Duration

“Starbucks’ Ethos Water fund lasted for about 10 years. How long does 10 years feel like?”

1
*feels very short
 feels very brief
 feels like a blink of an eye*

7
*feels very long
 feels very lasting
 feels like forever*

Peetz et al. 2010

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Study 1: Subjective Duration Drives Brand Choice

Perceived Seriousness

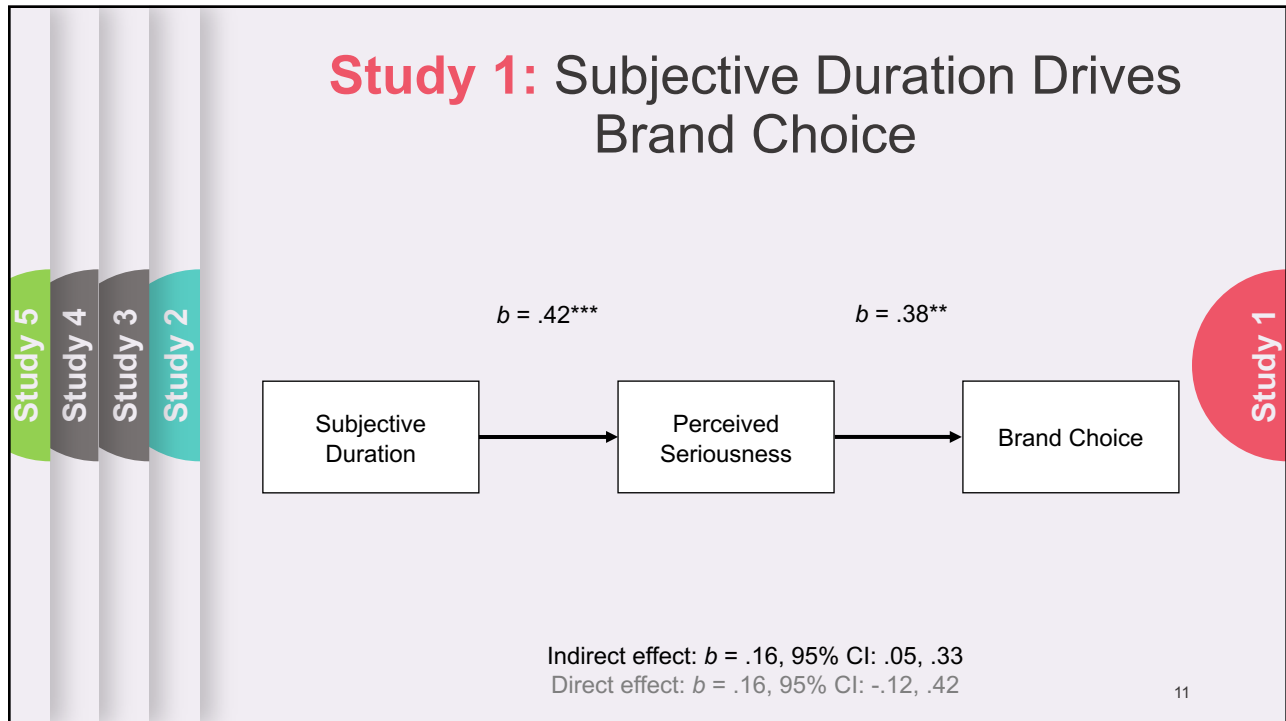
“How serious is Starbucks’ effort to end the global water crisis?”

1
*very short
 not a big deal
 not very serious*

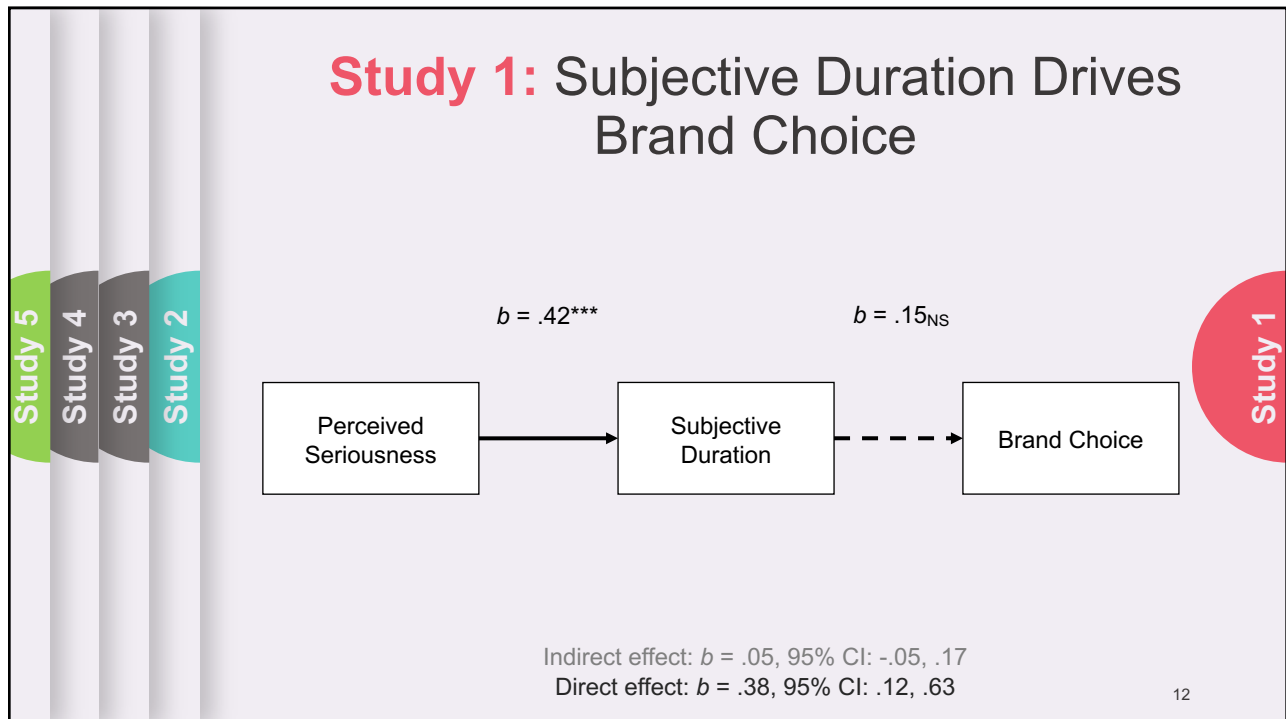
7
*very major
 a big deal
 very serious*

10

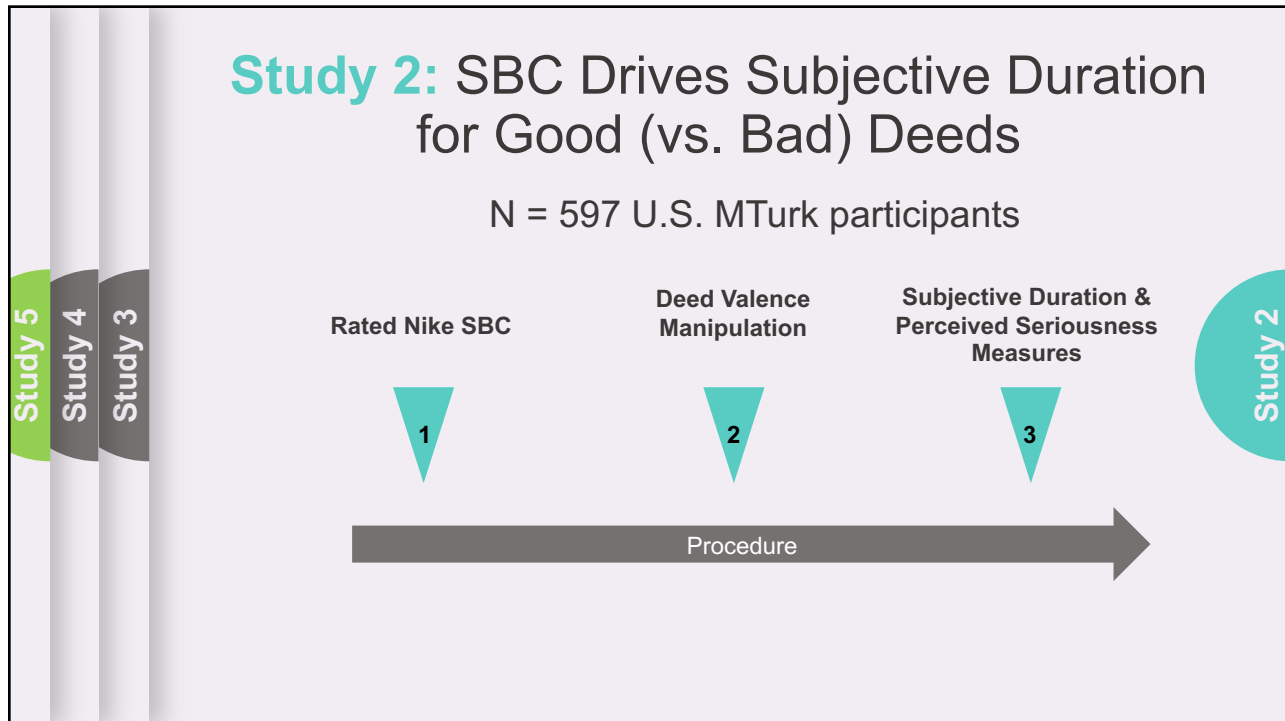
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Study 2: SBC Drives Subjective Duration for Good (vs. Bad) Deeds

Self-Brand Connection

The brand Nike reflects who I am

I can identify with the brand Nike

*I feel a **personal connection** to the brand Nike*

I can use the brand Nike to communicate who I am to other people

I think the brand Nike could help me become the type of person I want to be

I consider the brand Nike to be “me”

The brand Nike suits me well

0 (strongly disagree) – 100 (strongly agree)
Escalas and Bettman 2003

Study 5
Study 4
Study 3

Study 2

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Study 5

Study 4

Study 3

Study 2: SBC Drives Subjective Duration for Good (vs. Bad) Deeds

Deed Valence Manipulation

Good Deed

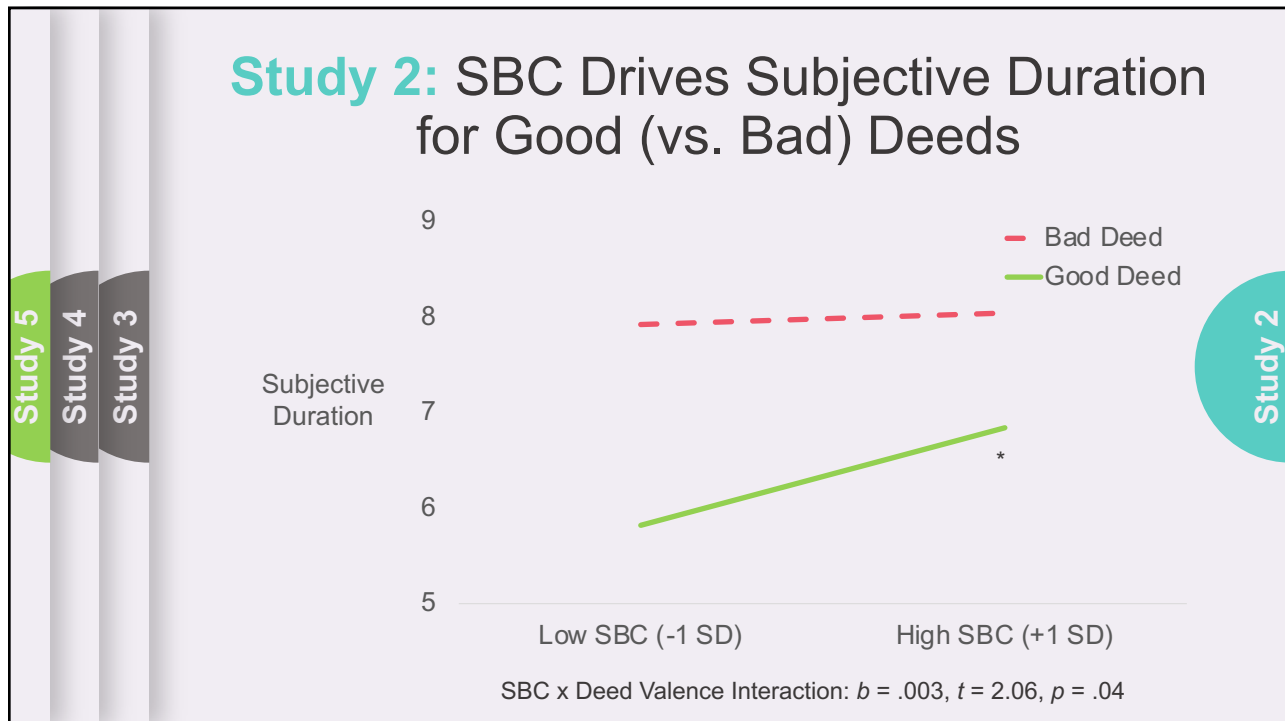
The **Nike Community Impact Fund**...donated over \$4 million—as well as thousands of hours in service—to grassroots community organizations that focus on fitness and education...donated over \$6 million to schools...impacted over 16 million children.

Bad Deed

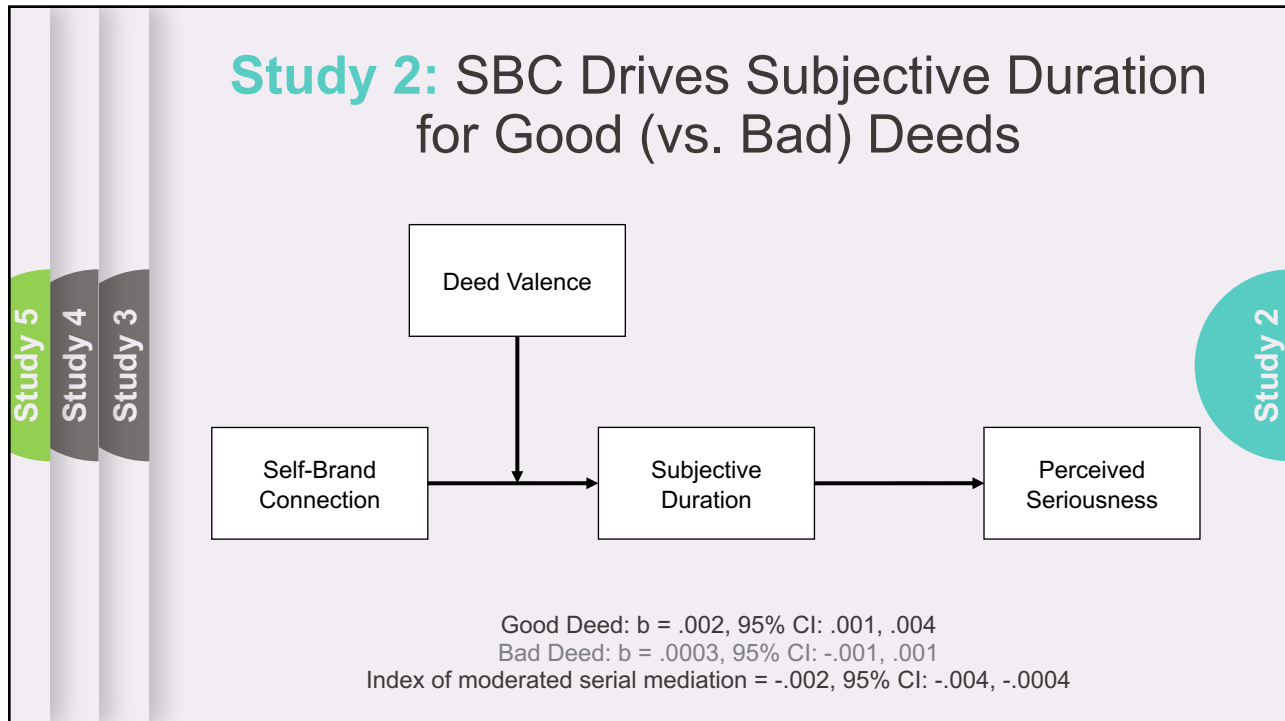
Nike was heavily criticized for using **sweatshops and child labor** to manufacture products...guilty of human rights violations and abusive labor practices, from vastly underpaying workers to forcing factory employees to work overtime.

Study 2

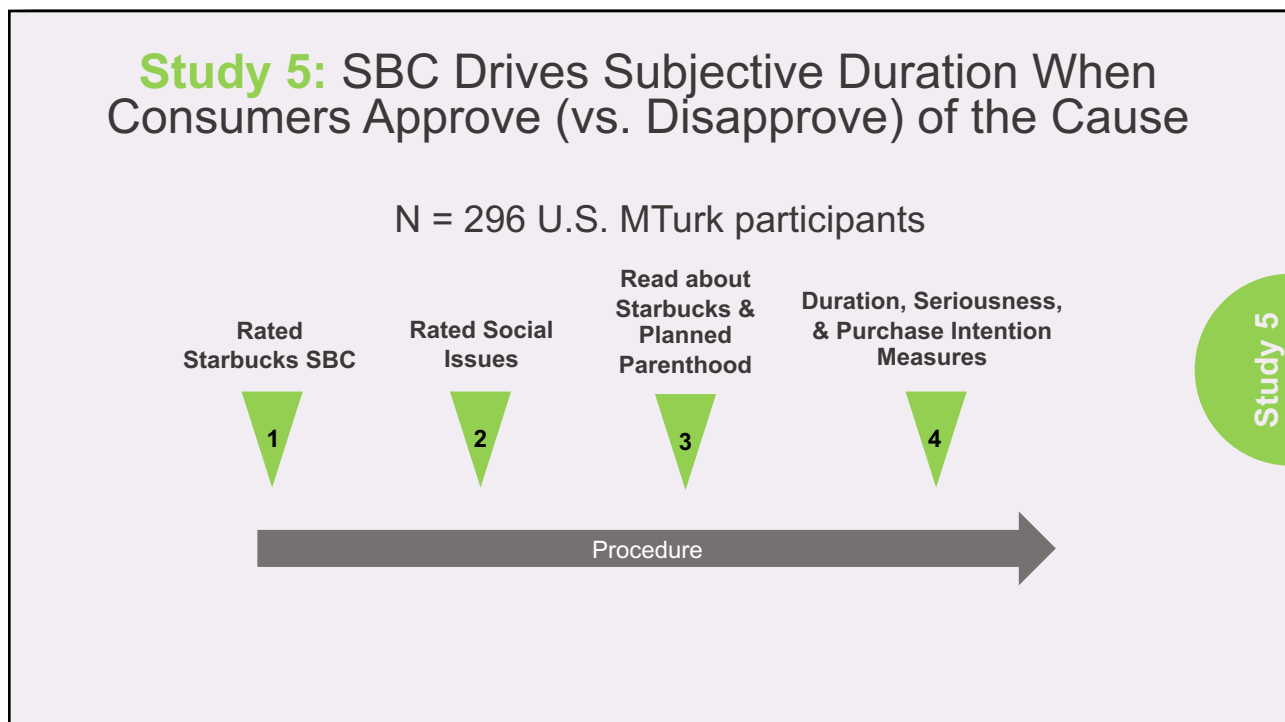
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Study 5: SBC Drives Subjective Duration When Consumers Approve (vs. Disapprove) of the Cause

<i>Social Issue</i>	<i>Mean Approval</i>
Black Lives Matter	4.5
Susan G. Komen	4.8
Planned Parenthood	4.9
United Way	5.0
Doctors Without Borders	5.7
Humane Society	5.7
Habitat for Humanity	5.8

1 (strongly dislike) – 7 (strongly like)

Study 5

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Study 5: SBC Drives Subjective Duration When Consumers Approve (vs. Disapprove) of the Cause

Starbucks and Planned Parenthood Statement

Through the Partner Match program, Starbucks matches any of their employee's donations of up to \$1,500 donations to Planned Parenthood. Additionally, Starbucks has been a **corporate donor to many organizations known to support Planned Parenthood.**

Study 5

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Study 5: SBC Drives Subjective Duration When Consumers Approve (vs. Disapprove) of the Cause

Purchase Intentions

“How likely are you to buy something from Starbucks the next time you have the opportunity?”

1	7
<i>unlikely</i>	<i>likely</i>
<i>impossible</i>	<i>possible</i>
<i>improbable</i>	<i>probable</i>

Study 5

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Study 5: SBC Drives Subjective Duration When Consumers Approve (vs. Disapprove) of the Cause

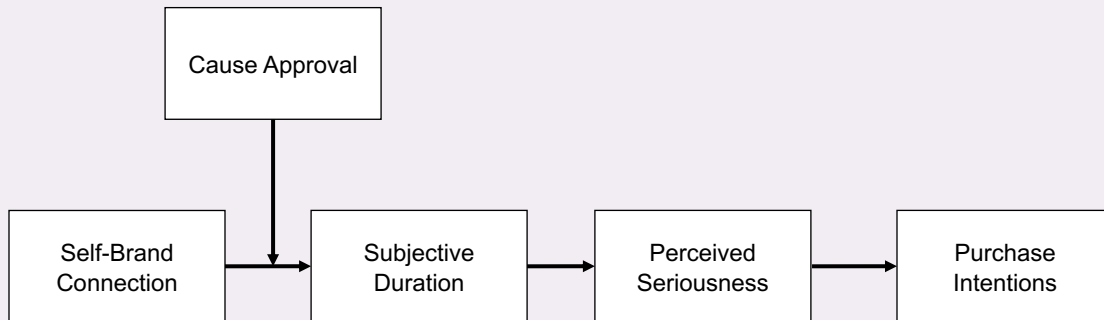


SBC x Cause Approval Interaction: $b = .003, t = 2.06, p = .04$

Study 5

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Study 5: SBC Drives Subjective Duration When Consumers Approve (vs. Disapprove) of the Cause



Approve of Planned Parenthood: $b = .0003$, 95% CI: .0001, .0009
 Disapprove of Planned Parenthood: $b = .0000$, 95% CI: -.0005, .0004
 Index of moderated serial mediation = .0001, 95% CI: .0001, .0003

Study 5

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Takeaways



1
 Consumers like when CSR efforts seem enduring (all studies)



2
 CSR efforts that seem enduring are taken more seriously (all studies)



3
 Self-brand connection drives subjective CSR duration (Studies 2-5)



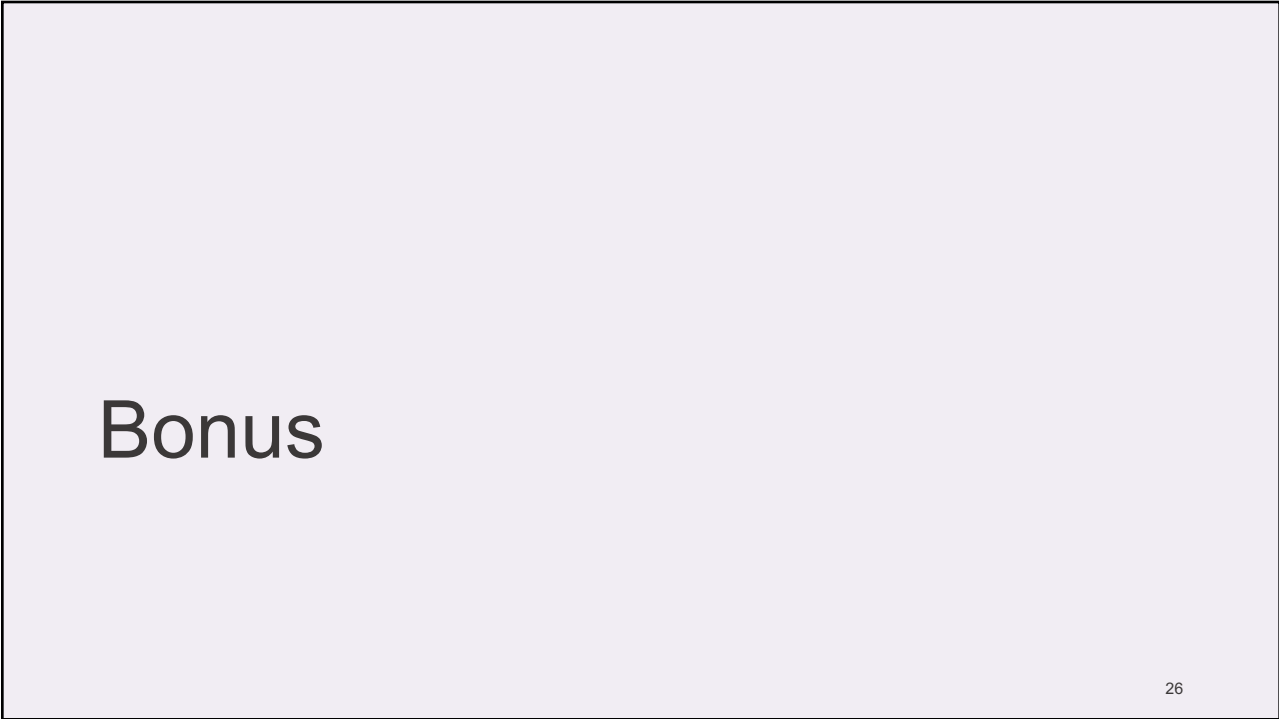
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 This only holds when consumers are motivated to self-enhance (Studies 2-5)

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Study 3: SBC Drives Subjective Duration When Brand Esteem is Low (but not High)

N = 250 MTurk participants

1. Rated SBC to Lululemon
2. Read about Lululemon's "Here to Be" program
3. Measures
 - A. Subjective Duration, Perceived Seriousness, and Ethicality (same as prior studies)
 - B. Explicit Brand Esteem (Luhtanen and Crocker 1992)
e.g., The brands I own are an important reflection of who I am
(1 = *strongly disagree*, 7 = *strongly agree*)

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Study 3: SBC Drives Subjective Duration When Brand Esteem is Low (but not High)

SBC x Brand Esteem interaction: $b = -.24$, $t = -3.06$, $p = .003$

- SBC increased subjective duration when $BE < 5.28/7$ ($b_{JN} = .18$)
- Consumers with a greater need to enhance their brands

Moderated serial mediation: $SBC \times BE \rightarrow SD \rightarrow Ethicality$

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Study 4: SBC Drives Subjective Duration When Implicit Self-Esteem is High (but not Low)

N = 300 MTurk participants

1. Rated Implicit Self-Esteem (Gebauer et al. 2008)
i.e., How much do you like your name, in total?
1 = *not at all*, 9 = *very much*
2. Rated SBC to Starbucks (same as prior studies)
3. Read about Starbucks' Ethos Water Fund
4. Measures
 - A. Subjective Duration (same as prior studies)
 - B. Perceived Seriousness (same as prior studies)
 - C. Purchase Intentions and WTP for Starbucks (same as Study 1)

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Study 4: SBC Drives Subjective Duration When Implicit Self-Esteem is High (but not Low)

SBC x Implicit Self-Esteem: $b = .004$, $t = 2.12$, $p = .035$

- SBC increased Subjective Duration when ISE > 6.18/9 ($b_{JN} = .01$)
- Consumers with stronger automatic self-enhancement tendencies

Moderated serial mediation: SBC x ISE → SD → PS → WTP

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Research Question



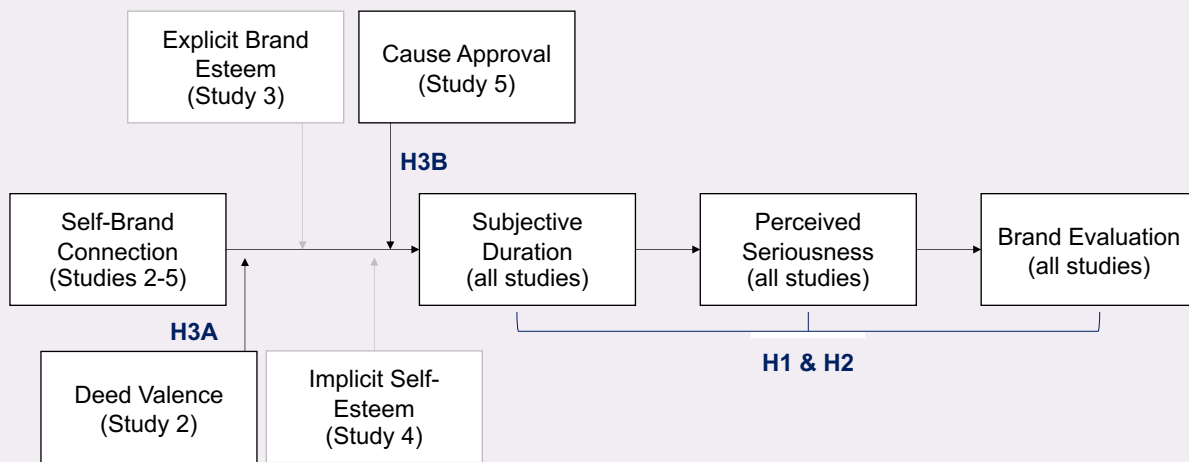
20 YEARS OF ORGANIC COTTON
patagonia[®]

What influences the perception of firms' CSR seriousness and sincerity?

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Conceptual Model



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Hypotheses

H1 (Main Effect): Subjective CSR duration increases brand evaluation

H2 (Mediation): The effect of subjective CSR duration on brand evaluation is mediated by perceived seriousness

H3A (Moderation): Self-brand connection increases subjective CSR duration for positive (but not negative) brand behaviors

H3B (Moderation): When consumers approve (vs. disapprove) of the cause, self-brand connection increases subjective CSR duration

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Study 1: Subjective Duration Drives Brand Choice

N = 150 MTurk participants

1. Read about Starbucks' Ethos Water Fund

2. Measures

A. Subjective Duration of the fund's 10-year existence
e.g., 1 = *feels like a blink of an eye*, 10 = *feels like forever*

B. Perceived Seriousness of the CSR initiative
e.g., 1 = *not very serious*, 7 = *very serious*

C. Attitude, Purchase Intentions, and WTP for Starbucks

3. Chose Dunkin or Starbucks \$10 gift card

Peetz et al. 2010

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Study 2: SBC Drives Subjective Duration for Good (vs. Bad) Deeds

N = 597 MTurk participants
 SBC (measured) x 2 (Deed Valence: good vs. bad) between-subjects

- 1. Rated SBC to Nike**
 e.g., The brand Nike reflects who I am
 0 = *strongly disagree*, 100 = *strongly agree*
- 2. Manipulated Deed Valence**
Good: Read about Nike's Community Impact Fund
Bad: Read about Nike's use of sweatshops
- 3. Measures**
 - A. Subjective Duration (same as Study 1)
 - B. Perceived Seriousness (same as Study 1)

Escalas and Bettman 2003

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Study 5: SBC Drives Subjective Duration When Consumers Approve (vs. Disapprove) of the Cause

N = 296 MTurk participants
 SBC (measured) x 2 (Position: Approve vs. Disapprove) between-subjects

- 1. Rated SBC to Starbucks**
- 2. Rated attitudes toward various social causes**
 e.g., Please rate your attitude toward Planned Parenthood
 (1 = *disapprove*, 7 = *approve*)
- 3. Measures**
 - A. Subjective Duration, Perceived Seriousness, and Purchase Intentions (same as before)

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