

Benevolent Food: Increasing Brand Equity Through CSR Perception

Abstract

A positive corporate social responsibility (CSR) perception in food products can result in an increase in the brand equity of the product/brand. This will happen only if the marketing strategy that is related to the CSR initiatives of the company does not affect the nature of the original product/brand. In this research we hypothesize that health marketing strategies for food products that are already perceived as indulgent will not have appositive CSR perception and, in consequence, will not increase brand equity. We also think that other types of strategies that do not involve changing the nature of the product will have a positive CSR perception and, as a result, increase in brand equity. We test our hypothesis using a between subjects design (four groups: control, health marketing, green marketing ethnic marketing) with a survey as the instrument administrated through mTurk. Results show that CSR perception of the product/brand was a mediator variable of the relationship between marketing strategy and brand equity only when the strategy does not compromise the nature of the product/brand.

Key Words: CSR Perspective, Health Marketing, Green Marketing, Ethnic Marketing, Brand Equity, Food Industry.

Introduction

How could stakeholder norms and perceptions (in this case, consumers) may influence marketing strategic practices? How does this change if those strategies do not fit with the nature of the product? In this article, we try to understand marketing strategies and corporate social responsibility (CSR) from the point of view of the product branding. Understanding also the CSR perception of the product and how it could increase brand equity.

This research will use the context of Food Marketing to understand the approaches mentioned above. We chose this specific context due to its impact on common wellbeing. Chandon & Wansink (2012) criticize food marketing as one of the major contributors to obesity, not only because it encourages excess of food consumption (Wansink, Just, & Payne, 2006), but also because of its promotion of unhealthy food ingestion. Furthermore, the food industry has developed different sets of approaches to persuade stakeholders that their CSR initiatives could improve the wellbeing of consumer. These tactics include making healthier products (Chrysochou, 2010), products that promote the wellbeing of the planet (Peattie & Crane, 2005), product that support the inclusion of different ethnicities and minorities (Pires & Stanton, 2002) etc.

Since our interest is to understand the consumer CSR perception of different marketing strategies that have a CSR approach, this paper contributes to the extant literature by determining: (1) Whether the CSR perception of products using a health marketing strategy will not affect consumer based brand equity (2) whether the CSR perception of products using a green marketing strategy will have significant effect on consumer based brand equity (3) whether the CSR perception of products using an ethnic marketing strategy will have a significant effect on consumer based brand equity.

Using CSR perception scale of brands and firms (Turker, 2009) as well as the scale to measure consumer based brand equity (Yoo & Donthu, 2001) as a quantitative approach, the present research adds to knowledge of stakeholder theory (Parmar et al., 2010), as well as to the

knowledge of social responsibility and marketing (Maignan & Ferrell, 2004). Within this context, the purpose of this research is to answer a main research question: Does the CSR perception of a marketing strategy mediate the relationship between type of marketing strategy (health, green, ethnic) and brand equity?

This article has three main parts, which are divided as follows. First, it reviews the extant literature relevant to food marketing, marketing ethics and the dependent and independent variables studied as well as the hypotheses. Then, the research methodology is presented briefly describing the design of the exploratory experiment, followed by the data analysis techniques, results and discussion. The paper concludes with a discussion about the managerial implications and the conclusions.

Literature Review

Food Marketing

“Food marketing is often singled out as the leading cause of the obesity epidemic.” (Chandon & Wansink, 2012, p.571)

Food marketing, the marketing of food, is how marketers recognize and build food product that delivers its benefits better. This includes the ability to communicate them effectively, to lucratively package, price, and deliver these foods, and to protect these innovations by branding the food so that it attains a unique and positive perception in the awareness of consumers (Chandon & Wansink, 2012).

Marketers from food companies are battling between hungry consumers and worried public policy officials who require that food companies be more responsive in helping control obesity (Wansink & Huckabee, 2005).

Relating to this subject, Kelly, Hattersley, King, & Flood (2008) affirm that there is an acknowledged tie between high levels of exposure to advertising of unhealthy foods and obesity among children, which may be due to marketing techniques.

The reality is that marketers in the food industry are not concentrated on making people fat or slim, but making money for their businesses and the real mission assigned to most food marketers is to understand what different consumer segments desire and how to profitably offer it to them (Chandon & Wansink, 2012).

Marketing Ethics and Social Responsibility

“To understand the importance of ethics in marketing decision making, it is necessary to examine factors that influence ethical decision. These are: personal moral philosophy, organizational relationships and opportunities. They are intertwined in determining ethical decisions in marketing.”(Marinova, 2013, p535)

The number of academic and practitioner articles discussing social responsibility and ethics has drastically increased in the recent years. Robin & Reidenbach (1987) affirm that the major part of the discussion is fixated on the behavior of marketers, whether or not they behave in socially responsible ways and how or why they behave like this.

In this context, Singhapakdi, Karande, Rao, & Vitell (2001) argue that is necessary to emphasize that we are actually in the era of global marketing. In this era of globalization in which more companies and countries enter global markets, ethical and social responsibility problems are likely to increase. The same authors affirm that the differences in ethical behavior and social responsibility practices are about preventing the achievement of organizational effectiveness.

Globally or locally, to successfully integrate CSR as well as marketing ethics into the strategic marketing process it is imperative to understand the decision process marketers have when dealing with those concepts (Etheredge, 1999) and its consumers. The concept mentioned above is important because marketers who ignore their accountabilities to these other stakeholders could jeopardize the corporation's image or even have legal consequences (Robin & Reidenbach, 1987).

We have already discussed marketers and the firms handling the CSR and ethical strategies of a business, but it is necessary to also focus on/mention/discuss the major stakeholder in the marketing area 'the consumers'. Individuals make parts of different groups and, in the same way, different groups form a society. Marinova (2013) tries to explain that the satisfaction of one group may not be the satisfaction of a whole society or the desires of another group of people.

It is important to notice that marketing scholars have focused on CSR toward two main groups of stakeholders: customers and channel members (Maignan & Ferrell, 2004). In particular this research will look forward in order to understand the influence of stakeholder norms (Maignan & Ferrell, 2004) and their impact on the business marketing strategies, with the food industry as our primary focus.

In the following section, we will show different types of marketing strategies with a CSR perspective that we will use in this research as independent variables.

Independent Variables

Health Marketing

Health marketing seeks to target consumers who are healthy and wish to remain so, as well as individuals who are sick and seek to recover their health (Crié & Chebat, 2013). Today, financial incentive remedies to pursue healthy life styles include taxes, tax incentives, and other proposals that are envisioned to limit the grade to which consumers trade off direct benefits for the future risk of health consequences (Seiders & Petty, 2004).

This is why, the field of healthy marketing can be important to many stakeholders, such as those involved with public policy, firms, or individual consumers (Stremersch, 2008). Health marketing is highly relevant to all three of these categories.

Green Marketing

Green marketing term was first introduced in a seminar on "ecological marketing" organized by American Marketing Association (AMA) in 1975 (Bukhari, 2011). AMA defines green marketing as the marketing of goods that are acknowledged to be environmentally safe.

Since then, a number of green marketing strategies, or overall groups of research opportunities, appear relevant, and, most important, the development of new or innovative green products is a usually employed strategy by firms trying to go green (Cronin, Smith, Gleim, Ramirez, & Martinez, 2011).

From the point of view of our main stakeholder, the green consumer is defined as one who adopts environmentally friendly behaviors and/or who purchases green good over other substitutes (Bukhari, 2011). The environmental or eco and green labels are progressively being exploited by marketers to endorse the affinity towards green products (Rahbar & Abdul Wahid, 2011). There is, however, a negative perception that consumers and many businesses have of marketing in general and marketing communications tools, and if the green marketing strategy is deemed untrustworthy, consumers and business will become skeptical of such CSR communications (Jahdi

& Acikdilli, 2009).

Ethnic Marketing

Cui, (2001) describes ethnic marketing as the type of marketing that target ethnic consumers (group of people that share commonalities such as race, religion, culture, nationality, gender, etc.) emphasizing the individual characteristic of the markets from the macro market context. This type of marketing uses mixed marketing strategies, or more directly, strategies that focus on distinguishing one group from other ethnic groups.

LGBT Community as and Ethnic Group

“Gender is a set of socially constructed standards of community, identity, and covert and overt behaviors” (Parent et al., 2013).

Gender is a hot topic in marketing research. In fact, gender has been study as moderator variable in different types of research involving consumer behavior (Liang, Chen, Duan, & Ni, 2013). This is why there is an opportunity for gender to be studied in an ethnic context. It is the case that lesbian, gay, bisexual and transsexual (LGBT) individuals are also racial/ethnic minorities (Balsam, Molina, Beadnell, Simoni, & Walters, 2011). LGBT research in marketing has increased, representing a desire to target an audience and to build brand loyalty in an under-tapped market (Cunningham & Melton, 2014; Tuten, 2006).

Dependent Variables

CSR Perception of Marketing Strategies

“From a consequentialist point of view it proved to be recommendable for a firm to adopt a strategic approach toward CSR which integrates the marketing and business goals of CSR, and relates these to the core competences and values of the firm.” Van De Ven (2008)

Van De Ven (2008) emphasizes that it is an intentional tactic to have CSR initiative integrated into business plans, but CSR initiatives should not be highlighted too intensely in the marketing communication because it may have a undesirable effect on the perceived sincerity of the firm and its CSR activities.

The reality is that consumers and other stakeholders may expect CSR initiatives that are not be contradictory with the nature of the firm/product/brand. For example, from a CSR perspective green marketing has a large number of catch expressions that have been used, all of which have to do with nourishing corporate objectives and consumer requirements, but can be contradictory with the nature of the product (Polonsky & Rosenberger, 2001).

Brand Equity

Consumer Brand equity has several meanings, definitions and usages. Rangaswamy, Burke, & Oliva (1993) indicate that this concepts' significates may include satisfactory impressions, attitudinal dispositions, and behavioral predilections. Also, Aaker (1997) talks about brand loyalty, brand awareness, perceived quality, brand associations, and other exclusive brand properties as part of the meanings of brand equity.

Other definitions include: brand awareness and brand associations as the interpretation of brand knowledge (Keller, 1993); loyalty, image and added value gifted by the main brand name (Yoo & Donthu, 2001); incremental utility (Kamakura & Russell, 1993); the dissimilarity among overall brand preference and multi-attributed preference grounded on accurately measured attribute levels (Park & Srinivasan, 1994); and overall quality and choice intention (Agarwal & Rao, 1996). Since there is no clear agreement in the meanings of consumer brand equity, this research will use the definition given by Keller (1993) in which the brand equity means brand

consciousness and brand associations as the explanation of brand knowledge.

The main research question evaluated in this investigation is how the type the marketing strategy on a food product (not originally perceived to have any value added other than “nourish”) can generate consumer brand equity through the perception of the strategy as? corporate social responsibility. To answer this question and based on the literature review above, we propose three hypotheses and a conceptual model (See Figure 1).

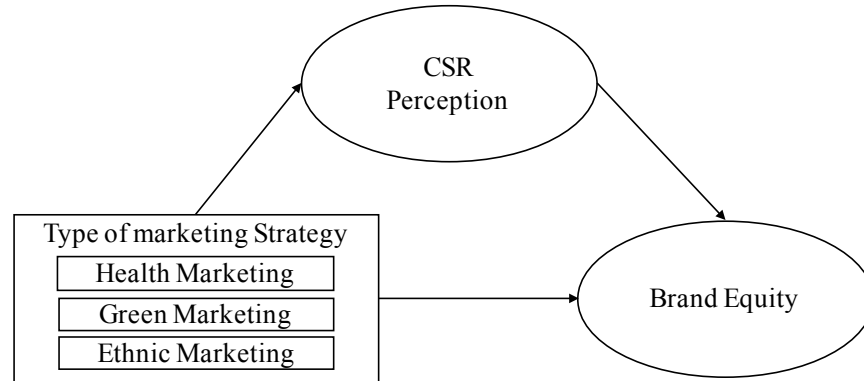


Figure1. Conceptual model of CSR as mediator between marketing strategy and brand equity.

H1: When the original food product does not have a healthy perception, using a health marketing strategy will not have a significant impact on consumer brand equity. This process cannot be mediated by the perception of the strategy to be corporate social responsibility.

Consumers do not expect a product or a brand that is originally unhealthy to be promoted as healthy (hypothesis 1). It creates confusion, making product/brand/firm to be seen as a line extension of the brand with no added value and not socially responsible.

H2: When the food product does not have a healthy perception, having a marketing strategy like green marketing will increase consumer based brand equity. This process mediated by the perception of the strategy to be corporate social responsible.

Marketing strategies that make claims about the product that actually promote the wellbeing of the environment (hypotheses 2), or the wellbeing of a community (hypotheses 3), will be beneficial for those products that already have “fame” of being unhealthy, bringing an added value to the product/brand/firm.

H3: When the food product does not have a healthy perception, having a non-product related marketing strategy like ethnic marketing will increase consumer based brand equity. This process mediated by the perception of the strategy to be corporate social responsible

Methodology

In order to test the hypotheses an experiment to test the mediator effect of CSR perception in the relationship between marketing strategy (health, green, ethnic) and brand equity. Also, to avoid common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) this study used a between subjects experimental design in which four groups in different manipulation conditions filled out a survey. In the control group 110 participants were recruited from mTurk for monetary compensation, 69% female, $M_{age} = 39$. In the Healthy Marketing group 62 participants were recruited from mTurk for monetary compensation, 63% female, $M_{age} = 39$. In the green Marketing

group 67 participants were recruited from mTurk for monetary compensation, 57% female, $M_{age} = 39$. In the ethnic Marketing group 50 participants were recruited from mTurk for a monetary compensation, 72% female, $M_{age} = 39$.

The data was collected online through the Amazon Mechanical Turk platform (mTurk) with US participants. Current investigations about the use of mTurk for behavioral research has concluded that mTurk has multiple benefits, including the diversity of the pool and making it suitable for an extensive range of behavioral research, ensuring mTurk participants produce reliable results (Goodman, Cryder, & Cheema, 2013). Around the academic world there are concerns using the platform, since some inconsistencies have been found around groups of subject, this issue can be solved by using screening procedures to measure participants' attention levels as well as records of their past performance in mTurk (Goodman et al., 2013).

This study was conducted according to the Declaration of Helsinki and informed consent was obtained from participants.

Materials and Methods

In addition to the control variables (willingness to pay, age, gender, level of education and profession), the remaining battery of variables consisted of CSR perception as a mediator variable, brand equity as a dependent variable and types of marketing strategies (health, green, ethnic) as independent variables.

The brand used was Doritos from Frito-Lay (PepsiCO). This brand was selected because it is an example of several different marketing strategies mentioned before and is a food product that is not originally perceived to have any value added other than "nourish" (See Appendix A).

The products chosen were:

- Doritos Nacho Cheese (control marketing strategy). Doritos is a brand of flavored fried tortilla chips flavored with different types of seasonings, produced since 1964 by American food company Frito-Lay (Smith, 2006).
- Doritos Rainbow (ethnic marketing strategy), Doritos RAINBOWS is the Frito-Lay first rainbow corn chips and it was developed in partnership with the It Get's Better Project, a non-profit organization that supports lesbian, gay, bisexual, and transgender youth (Frito-Lay, 2015).
- Baked Doritos (health marketing strategy): BAKED Doritos is the healthy version of Doritos, instead of being made with a fried tortilla, the tortilla is BAKED (Smith, 2006)!
- Simply Organic Doritos (green marketing strategy): Doritos Simply ORGANIC, is a snack made with organic ingredients that have been certified by the USDA accredited certifying agency Oregon Tilth. Oregon Tilth is a highly respected, non-profit organic certifying agency dedicated to the principles of the organic movement. They are required to inspect farms contracted by the company, handling facilities and processing plants once a year to certify these products as "organic" or "made with organic". These select products will carry the Oregon Tilth logo and USDA "Organic" labels on the packaging as appropriate (Lynn Markley, 2017).

In order to measure perception of corporate social responsibility we use the scale proposed and validated by Turker (2009). The purpose of this scale is to measure the perception that consumers may have about how socially responsible a company or a brand is. We use the first 8 items which applied for brands and product types (brand marketing strategy; see Appendix B) operating with a 7-point Likert-scale ranging from 1 (strongly disagree) to 7 (Strongly agree). These 8 items were averaged into a single scale showing acceptable internal consistency for each of the marketing strategies: ethnic marketing strategy ($\alpha = .97$), health marketing strategy ($\alpha = .96$), green marketing strategy ($\alpha = .97$), control marketing strategy ($\alpha = .97$).

To measure brand equity we used the scale of consumer-based brand equity developed by Yoo & Donthu, (2001), using 13 items which could be used for products (see Appendix C) operating with a 5-point Likert-scale ranging from 1 (strongly disagree) to 5 (Strongly agree). These 13 items were averaged into a single scale showing acceptable internal consistency for each of the marketing strategies: ethnic marketing strategy ($\alpha = .93$), health marketing strategy ($\alpha = .84$), green marketing strategy ($\alpha = .93$), and control marketing strategy ($\alpha = .89$).

Procedure

Participants for the four groups were asked to sign a consent form, followed by the picture of one of the four products (for 15 seconds) with a brief description of it. Then the subjects was asked to assign the amount of money that they would pay for the product. After this was done the subjects proceeded to fill the CSR perception scale (Turker, 2009) and then the consumer based brand equity scale (Yoo & Donthu, 2001). At the end of the survey, they filled out questions on demographics, age and gender.

Results

Descriptive analysis of the means of the independent, dependent and control variables was performed using SPSS 21 for Mac (Table 1). Consequently, a t-Test was used in order to analyze the difference of means of the variables comparing control strategy with every one of the 3 other strategies (health, green, ethnic). We created three dummy variables in order to use this type of strategy as independent variable (control (0)) and we used age, gender, brand equity and CSR as dependent variables. Results show significance for the CSR perception in the green strategy ($t = 4.326, p < .001$), ethnic strategy ($t = 3.618, p < 0.001$) and no significance for health strategy ($t = 2.455, p > 0.100$) (See Table 2).

Table 1. General description? of variables measured for 3 studies

Independent Variables	N	M	SD
WTP Control	88.000	2.5523	2.095
CSR Perception Control	110.000	3.596	1.429
Brand Equity Control	110.000	3.401	0.773
Age Control	110.000	39.05	13.012
Gender Control	110.000	1.30	0.46
WTP Baked	62.000	3.747	4.199
CSR Perception Baked	62.000	3.922	1.394
Brand Equity Baked	62.000	3.483	0.695
Age Baked	62.000	39.06	13.998
Gender Baked	62.000	1.37	0.487
WTP Green	25.000	3.549	2.139
CSR Perception Green	67.000	4.521	1.290
Brand Equity Green	67.000	3.408	0.851
Age Green	67.000	39.55	13.771
Gender Green	67.000	1.43	0.499
WTP Ethnic	27.000	2.203	1.648
CSR Perception Ethnic	50.000	4.555	1.799
Brand Equity Ethnic	50.000	3.589	0.908
Age Ethnic	50.000	39.20	12.636

Gender Ethnic 50.000 1.28 0.454

*WTP or Willingness to pay was not answer for all the participants

Table 2. Study 1. Mean comparison (t-Test) between control strategy marketing and health marketing strategy, green marketing strategy and ethnic marketing strategy.

Control Strategy (n=36)	Health Strategy (n=39)		Green Strategy (n=33)		Ethnic Strategy (n=32)	
	t	P-Value	t	P-Value	t	P-Value
CSR Perception	1.445	0.150	4.326	0.000***	3.618	0.000***
Brand Equity	0.692	0.490	0.055	0.956	1.352	0.178
Age	0.009	0.993	0.246	0.507	0.070	0.155
Gender Female=1	0.951	0.343	1.803	0.73*	-0.256	0.798

***p<0.001

** p<0.05

* p<0.1

CSR Mediation

Using PROCES for SPSS 21 for Mac (Model 4), a regression analysis was employed to test CSR perception as mediator variables in the relationship between type of marketing strategy and brand equity. In testing the mediating effects, Baron & Kenny (1986) were consulted. We followed the three requirements: (1) significant relationship between the independent and mediating variable (2) significant relationship between the dependent and mediating variable; and (3) significant relationship between the independent and dependent variable in the presence of the mediator for partial mediation and non significant relationship between the independent and dependent variable in the presence of the mediator for full mediation

First, we started with the mediation of CSR perception between marketing strategy type (in this case comparing control strategy with health strategy) and brand equity. Regression results show $R^2=.4134$ and a $p < .100$. No significant relationship between the independent variable (health strategy vs control) and the mediating variable (CSR perception) was found ($\beta=.3250, t=1.445, p > .100$).

Also, no significant relationship was found between the independent (health strategy vs control) and the dependent variable (brand equity) ($\beta=-.0117, t=-.1070, p > .100$), but a significant relationship between the mediating variable (CSR) and dependent variable (brand equity) was found ($\beta=0.2162, t=5.8538, p < .001$). Also indirect effect was measured with a Sobel test of $p>.100$, and direct effect of $p>.100$). No mediation was found in this analysis evidencing our hypothesis 1, which states that when the food product does not have a healthy perception, using health marketing strategy will not have an effect in consumer based brand equity. This process is not mediated by the perception of the strategy to be corporate social responsible.(see Figure 2)

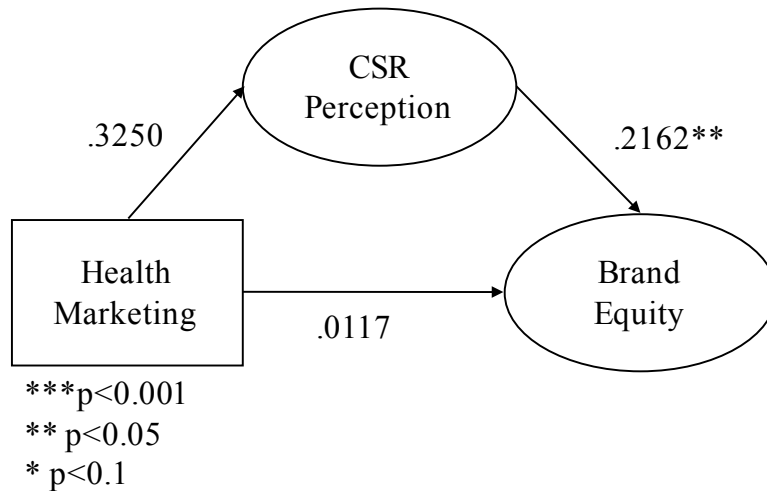


Figure 2. Result model of CSR as mediator between health marketing strategy and brand equity.

Then we continue with the mediation of CSR perception between marketing strategy type (in this case comparing control strategy with green strategy) and brand equity. Regression results show $R^2=.4974$ and a $p < .100$. A significant relationship between the independent variable (green strategy vs control) and the mediating variable (CSR perception) was found ($\beta=0.9239$, $t=4.3256$, $p < .001$). A significant relationship between the independent (green strategy vs control) and the dependent variable (brand equity) was found ($\beta=-.2610$, $t=-2.2908$, $p < .050$), and significant relationship between the mediating variable (CSR) and the dependent variable (brand equity) was found ($\beta=0.2900$, $t=7.5652$, $p < .001$).

Also, indirect effect was measured with Sobel test $p < .001$ and direct effect $p < 0.050$. Partial mediation was found in this analysis evidencing our hypothesis 2, which states that when the food product does not have a healthy perception, having a non-product related marketing strategy like green marketing will increase consumer based brand equity. This process mediated by the perception of the strategy to be corporate social responsible (see Figure 3)

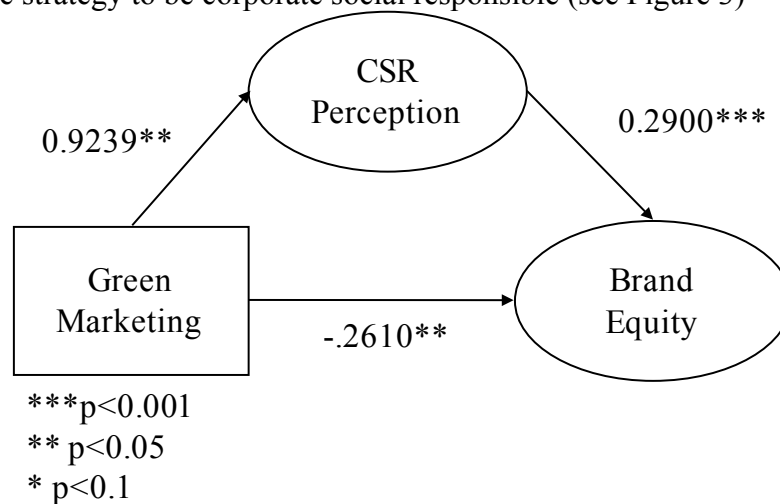


Figure 3. Result model of CSR as mediator between green marketing strategy and brand equity.

Last, we wanted to test ethnic marketing strategies and applied the same mediation model mentioned above in which CSR perception as the mediator variable between marketing strategy type (in this case comparing control strategy with ethnic strategy) and brand equity. Regression results show $R^2=.5452$ and a $p < .100$.

A significant relationship between the independent variable (ethnic strategy vs control) and the mediating variable (CSR perception) was found ($\beta=0.9584$, $t=3.618$, $p < .001$), no significant relationship between the independent (ethnic strategy vs control) and the dependent variable (brand equity) was found ($\beta=-.0827$, $t=-.6740$, $p > .100$), and a significant relationship between the mediating variable (CSR) and the dependent variable (brand equity) was found ($\beta=0.2830$, $t=7.991$, $p < .001$). Also, indirect effect was measured with a Sobel test $p<.001$ and direct effect $p>.100$. Full mediation was found in this analysis evidencing our hypothesis 3 which states that when the food product does not have a healthy perception, having a non-product related marketing strategy like ethnic marketing will increase consumer based brand equity. This process mediated by the perception of the strategy to be corporate social responsible (see Figure 4).

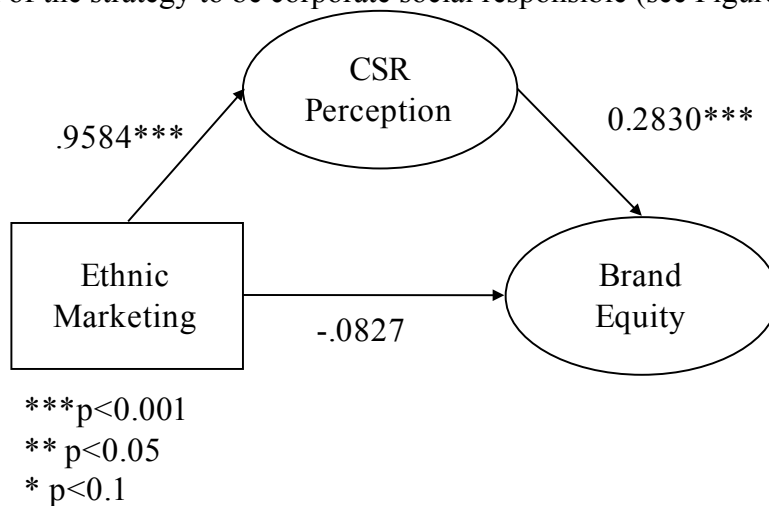


Figure 4. Result model of CSR as mediator between ethnic marketing strategy and brand equity.

Discussion

Consistent with the literature (Stremersch, 2008), results show that health marketing tactics in products that are not originally considered healthy are not perceived as socially responsible products. As we saw in the results of the health marketing strategy (Doritos Baked) compared with the control (Doritos Original), there is not social responsibility perceived on the healthier product that would lead to more consumer brand equity.

Green marketing tactics, on other hand, showed to be perceived as socially responsible and, as a result, increased consumer based brand equity. In this case, we compared our version of green marketing product (Doritos Simply Organic) with control (Doritos Original). As is mentioned in other research, the usage of green marketing in a product/brand/firm could be beneficial for businesses looking to show their good side (Rahbar & Abdul Wahid, 2011).

The most interesting finding of this research was the tight relation that ethnic marketing has with consumer social responsibility and, in consequence, an increase in brand equity. It is not a surprise that gender has an impact in consumer behavior (Liang et al., 2013). In the context of studying LGBT as an ethnic community (Cunningham & Melton, 2014), however, it is very

interesting to see how ethnic marketing can be powerful. Results of this research confirm that ethnic marketing strategies, in this case Doritos Rainbow (LGBT) when compared with the control (Doritos Original) had a significantly greater perception of social responsibility and, in consequence, increased brand equity.

Managerial Implication and Future Research

Beyond the theoretical implications, the main implications of this research are managerial. CSR initiatives in food industry need to address wellbeing from different perspectives other than making the actual product as healthier (i.e. to prevent obesity). This research shows that if marketers want to increase brand equity using CSR initiatives, they need to focus on characteristics that do not contradict the original characteristics of the product. Also, it is important to notice that there is an opportunity to address CSR in the ethnic context. Pires & Stanton 2002 affirm that these are imperative spaces for managerial reflection because the targeting of minority ethnic consumers with ethically illogical strategies may lead to isolation of the ethnic markets. The biggest recommendation Cui (2001) can make is that, marketers need to take care of cultural diversity if they plan to stay as worthwhile players in the marketplace, which has become progressively mixed. Limitations of this study include the type of product used. For future research, it would be interesting to understand if this model will work in the same way for other categories of food such as beverages or natural products.

Conclusion

Effective CSR strategies for the food industry must not rely on health marketing of the product, although, they should consider better quality with healthier ingredients. The correct CSR strategy and communication to increase brand equity resides in other strategies such as green marketing and ethnic marketing.

References

- Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34(3), 347–356.
- Agarwal, M. K., & Rao, V. R. (1996). An empirical comparison of consumer-based measures of brand equity. *Marketing Letters*, 7(3), 237–247. <https://doi.org/10.1007/BF00435740>
- Balsam, K. F., Molina, Y., Beadnell, B., Simoni, J., & Walters, K. (2011). Measuring multiple minority stress: the LGBT People of Color Microaggressions Scale. *Cultural Diversity & Ethnic Minority Psychology*, 17(2), 163–74. <https://doi.org/10.1037/a0023244>
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research : Conceptual , Strategic , and Statistical Considerations, 51(6), 1173–1182.
- Bukhari, S. S. (2011). Green Marketing and its impact on consumer behavior. *European Journal of Business and Management*, 3(4), 375–384.
- Chandon, P., & Wansink, B. (2012). Does food marketing need to make us fat? A review and solutions. *Nutrition Reviews*, 70(10), 571–593. <https://doi.org/10.1111/j.1753-4887.2012.00518.x>
- Chrysochou, P. (2010). Food health branding: The role of marketing mix elements and public

- discourse in conveying a healthy brand image. *Journal of Marketing Communications*, 16(1–2), 69–85. <https://doi.org/10.1080/13527260903342787>
- Cri e, D., & Chebat, J. C. (2013). Health marketing: Toward an integrative perspective. *Journal of Business Research*, 66(1), 123–126. <https://doi.org/10.1016/j.jbusres.2012.09.002>
- Cronin, J. J., Smith, J. S., Gleim, M. R., Ramirez, E., & Martinez, J. D. (2011). Green marketing strategies: An examination of stakeholders and the opportunities they present. *Journal of the Academy of Marketing Science*, 39(1), 158–174. <https://doi.org/10.1007/s11747-010-0227-0>
- Cui, G. (2001). Marketing to Ethnic Minority Consumers: A Historical Journey (1932-1997). *Journal of Macromarketing*, 21(1), 23–31. <https://doi.org/10.1177/0276146701211003>
- Cunningham, G. B., & Melton, E. N. (2014). Signals and Cues: LGBT Inclusive Advertising and Consumer Attraction. *Sport Marketing Quarterly*, 23(1), 37–46. Retrieved from <https://liverpool.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=s3h&AN=95498910&site=eds-live&scope=site>
- Etheredge, J. M. (1999). The perceived role of ethics and social responsibility: An alternative scale structure. *Journal of Business Ethics*, 18, 51–64. <https://doi.org/10.1007/BF00412812>
- Frito-Lay. (2015). Doritos Brand Partners With the It Gets Better Project to Introduce ‘Doritos Rainbows,’ Celebrating and Supporting the LGBT Community, and Inspiring All Consumers to Be #BoldandBetter | PepsiCo.com. Retrieved April 7, 2017, from <http://www.pepsico.com/live/pressrelease/doritos-brand-partners-with-the-it-gets-better-project-to-introduce-doritos-rain09172015>
- Goodman, J. K., Cryder, C. E., & Cheema, A. (2013). Data Collection in a Flat World: The Strengths and Weaknesses of Mechanical Turk Samples. *Journal of Behavioral Decision Making*, 26(3), 213–224. <https://doi.org/10.1002/bdm.1753>
- Jahdi, K., & Acikdilli, G. (2009). Marketing Communications and Corporate Social Responsibility (CSR): Marriage of Convenience or Shotgun Wedding? *Journal of Business Ethics*, 88(1), 103–113. <https://doi.org/10.1007/s10551-009-0113-1>
- Keller, K. L. (1993). Conceptualizing, measuring and managing brand equity.pdf. *Journal of Marketing*, 57(January), 1–22.
- Kelly, B., Hattersley, L., King, L., & Flood, V. (2008). Persuasive food marketing to children: Use of cartoons and competitions in Australian commercial television advertisements. *Health Promotion International*, 23(4), 337–344. <https://doi.org/10.1093/heapro/dan023>
- Liang, J.-L., Chen, Y.-Y., Duan, Y.-S., & Ni, J.-J. (2013). Gender Differences in the Relationship between Experiential Marketing and Purchase Intention. *The Journal of International Management Studies*, 8(1), 10–20.
- Lynn Markley. (2017). FRITO-LAY LAUNCHES ORGANIC LINE. Retrieved April 7, 2017, from <http://www.ecomall.com/greenshopping/fritolay.htm>
- Maignan, I., & Ferrell, O. C. (2004). Corporate social responsibility and marketing: An integrative framework. *Journal of the Academy of Marketing Science*, 32(1), 3–19. <https://doi.org/10.1177/0092070303258971>
- Marinova, N. (2013). Marketing Ethics and Social Responsibility. *Trakia Journal of Science*, 11(1), 535–538.
- Parent, M. C., DeBlaere, C., & Moradi, B. (2013). Approaches to Research on Intersectionality: Perspectives on Gender, LGBT, and Racial/Ethnic Identities. *Sex Roles*, 68(11–12), 639–645. <https://doi.org/10.1007/s11199-013-0283-2>
- Park, C. S., & Srinivasan, V. (1994). Method Survey-Based Brand Understanding Extendibility

- for Its. *Journal of Marketing*, 31(2), 271–288.
- Parmar, B. L., Freeman, R. E., Harrison, S., Wicks, A. C., Purnell, L., & Colle, S. De. (2010). The Academy of Management Annals Stakeholder Theory : The State of the Art, (March 2013), 403–445. <https://doi.org/10.1080/19416520.2010.495581>
- Peattie, K., & Crane, A. (2005). Green marketing: legend, myth, farce or prophesy? *Qualitative Market Research: An International Journal*, 8(4), 357–370. <https://doi.org/10.1108/13522750510619733>
- Pires, G. D., & Stanton, J. (2002). Ethnic marketing ethics. *Journal of Business Ethics*, 36(1–2), 111–118. <https://doi.org/10.1023/A:1014256417010>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Polonsky, M. J., & Rosenberger, P. J. (2001). Reevaluating green marketing: A strategic approach. *Business Horizons*, 44(5), 21–30. [https://doi.org/10.1016/S0007-6813\(01\)80057-4](https://doi.org/10.1016/S0007-6813(01)80057-4)
- Rahbar, E., & Abdul Wahid, N. (2011). Investigation of green marketing tools' effect on consumers' purchase behavior. *Business Strategy Series*, 12(2), 73–83. <https://doi.org/10.1108/17515631111114877>
- Rangaswamy, A., Burke, R. R., & Oliva, T. A. (1993). Brand equity and the extendibility of brand names. *International Journal of Research in Marketing*, 10(1), 61–75. [https://doi.org/10.1016/0167-8116\(93\)90034-V](https://doi.org/10.1016/0167-8116(93)90034-V)
- Robin, D. P., & Reidenbach, R. E. (1987). Social responsibility, ethics, and marketing strategy: Closing the gap between concept and application. *Journal of Marketing*, 51(1), 44. <https://doi.org/10.2307/1251143>
- Seiders, K., & Petty, R. D. (2004). Obesity and the role of food marketing: A policy analysis of issues and remedies. *Journal of Public Policy and Marketing*, 23(2), 153–169. <https://doi.org/10.1509/jppm.23.2.153.51406>
- Singhapakdi, A., Karande, K., Rao, C. P., & Vitell, S. J. (2001). How important are ethics and social responsibility? A multinational study of marketing professionals. *European Journal of Marketing*, 35(1), 133–153. <https://doi.org/DOI:10.1108/03090560110363382>
- Smith, A. F. (2006). *Encyclopedia of junk food and fast food*. Greenwood Press.
- Stremersch, S. (2008). Health and marketing: The emergence of a new field of research. *International Journal of Research in Marketing*, 25(4), 229–233. <https://doi.org/10.1016/j.ijresmar.2008.09.002>
- Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of Business Ethics*, 85(4), 411–427. <https://doi.org/10.1007/s10551-008-9780-6>
- Tuten, T. L. (2006). Exploring the Importance of Gay-friendliness and its Socialization Influences. *Journal of Marketing Communications*, 12(2), 79–94. <https://doi.org/10.1080/13527260500422263>
- Van De Ven, B. (2008). An ethical framework for the marketing of corporate social responsibility. *Journal of Business Ethics*, 82(2), 339–352. <https://doi.org/10.1007/s10551-008-9890-1>
- Wansink, B., & Huckabee, M. (2005). De-Marketing Obesity. *California Review Management*, 47(4), 5–19.
- Wansink, B., Just, D. R., & Payne, C. R. (2006). Mindless eating and healthy heuristics for the irrational. *American Economic Association*, 99(2), 165–169.

Yoo, B., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, 52(1), 1–14.
[https://doi.org/10.1016/S0148-2963\(99\)00098-3](https://doi.org/10.1016/S0148-2963(99)00098-3)

Appendix

Appendix A. Doritos varieties used depending of the marketing strategy



Appendix B. Perceived corporate social responsibility scale adapted to product

1. Doritos participates in activities which aim to protect and improve the quality of the natural environment.
 2. Doritos makes investment to create a better life for future generations.
 3. Doritos implements special programs to minimize its negative impact on the natural environment.
 4. Doritos targets sustainable growth which considers future generations.
 5. Doritos supports nongovernmental organizations working in problematic areas.
 6. Doritos contributes to campaigns and projects that promote the well-being of the society.
 7. Doritos encourages its employees to participate in voluntarily activities.
 8. Doritos emphasizes the importance of its social responsibilities to the society.
- *. 7pt scale in which 1 "Strongly Disagree" to 7 "Strongly Agree"

Appendix C. Consumer based brand equity scales

1. I consider myself to be loyal to Doritos
 2. Doritos would be my first choice.
 3. I will not buy other brands if Doritos is available at the store.
 4. The likely quality of Doritos is extremely high.
 5. The likelihood that Doritos would be functional is very high.
 6. I can recognize Doritos among other competing brands.
 7. I am aware of Doritos
 8. Some characteristics of Doritos come to my mind quickly.
 9. I can quickly recall the symbol or logo of Doritos
 10. It makes sense to buy Doritos instead of any other brand, even if they are the same.
 11. Even if another brand has the same features as Doritos, I would prefer to buy Doritos
 12. If there is another brand as good as Doritos, I prefer to buy Doritos
 13. If another brand is not different from Doritos in any way, it seems smarter to purchase Doritos
- * 5pt scale in which 1 "Strongly Disagree" to 5 "Strongly Agree"